

# THE MANUFACTURING CONFECTIONER

Pioneer Specialized Publication for Confectionery Manufacturers

PLANT MANAGEMENT. PRODUCTION METHODS. MATERIALS. EQUIPMENT. PURCHASING. SALES. MERCHANDISING

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2nd Vice President



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President



HARRY R. CHAPMAN

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## NEW OFFICERS NAMED BY N.C.A.

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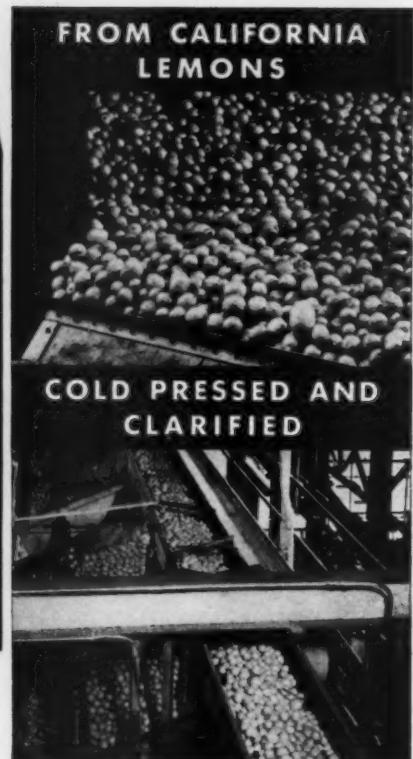
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AMERICAN TASTE



## No wonder it's MORE THAN TWICE AS POPULAR AS ALL OTHER LEMON OILS COMBINED

HIGH quality and right price have made Exchange Brand Oil of Lemon, U.S.P., the unquestioned leader in the United States.

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**CALIFORNIA FRUIT GROWERS EXCHANGE**

Products Department, Ontario, California

Producing Plant: EXCHANGE LEMON PRODUCTS COMPANY  
Corona, California

Copy., 1938, California Fruit Growers Exchange, Products Dept.



# THE 55th N.C.A. CONVENTION IN BRIEF

**H**IHLIGHTED by a two-fisted address of welcome from Mayor Fiorello H. LaGuardia, a stirring and enthusiastic session devoted to the Industry's Merchandising-Advertising Campaign, and instructive talks on Industrial Relations and Sales, the 55th Annual Convention of the National Confectioners Association, held at the Waldorf-Astoria Hotel, New York, came to a close June 9, at the completion of a four-day program.

New officers and directors for the coming term were elected at a special meeting of the old officers and directors on Sunday, June 5, and announced and inducted at the opening session on Tuesday morning. Names of 1938 officers and directors are shown in a special display accompanying this report.

Monday, June 6, was given over to the annual N. C. A. Golf Tournament, at the Winged Foot Country Club in Westchester County. Competing for the President's Cup and other prizes were 135 members. Winner of low gross was R. S. Fisher, The Hubinger Co., Keokuk, Iowa, with a score of 85, which gives him one leg up on permanent possession of the cup. Winners in other classes included: Class A—H. King, T. Adams, S. Soule and L. Henderson. Class B—H. Haskell, G. F. Twombley, G. P. Williams, E. Watte, A. Ramee and T. E. Robertson. Class C—E. C. Buchanan, S. Kahn, C. E. Roberts, Joe Ungeland, N. E. Hanson and Otto Vollmer. Silver vases were given to the three class winners, with silver candy dishes, ash trays and candy trays going to five next best net scores turned in. After the tournament, the annual Golf Dinner was served in the main dining room of the club.

The formal program of the business session got under way on Tuesday morning, with reports by Executive Vice-president A. M. Kelly, Secretary Max Burger, Treasurer Herbert G. Ziegler, Trade Mark Counsel Walter O. Hughes, General Counsel W. P. Jones, and the president's annual message from President Thomas J. Payne. Following induction of the new officers and directors elected at Sunday's executive session, C. E. Birgfeld of the Food Stuffs Div., U. S. Dept. of Commerce, gave his annual report on Candy Sales. Brief excerpts from all reports are found in another part of this issue.

## **Mayor Addresses**

## **Production Session**

Tuesday afternoon's Production Session, under the supervision of George H. Williamson, got under way with a talk on "Handling and Transferring of Raw and Processed Materials," by Harry F. Waterhouse, consulting engineer. After his address Mr. Waterhouse answered several questions from the floor covering such questions as "What determines the installation of automatic conveying equipment?" and "In deciding on changes, what time limit would you put in which these changes must amortize themselves?" To the latter question the speaker replied that amortization depends on the type of change

made and the obsolescence of the machine or equipment installed.

Another speaker, A. E. Stacey, Buensod & Stacey, New York, covered the subject on the Tuesday program. Mr. Stacey's talk covered the entire range of air conditioning and cooling machinery now available, as well as problems of installation, etc., which must be carefully worked out, beforehand. He showed a series of slides illustrating points emphasized in his address.

Miss Lane Marohn, art director of the Robert Gair Co., Inc., New York, and third speaker on the production program, gave a comprehensive address on the use of "Color and Design in Today's Package." The complete address, with illustrations, is given in the Packaging Section of this issue. Following her talk, a film entitled "Over the Counter and Off the Shelf," was shown to an interested and

## **New N.C.A. Officers and Directors**

### **Officers**

President: Harry S. Chapman, V. P., New England Confectionery Co., Cambridge, Massachusetts.

1st Vice President: George T. Peckham, Gen. Mgr., National Candy Co., St. Louis, Missouri.

2nd Vice President: Harry L. Brown, Brown & Haley, Tacoma, Washington.

Treasurer: Frank Kimbell, President, Kimbell Candy Co., Chicago, Illinois.

Executive Vice President: A. M. Kelly.

Secretary: Max F. Burger, Chicago, Illinois.

### **Directors**

Otto G. Beich, Paul F. Beich Candy Co., Bloomington, Illinois; H. B. Fisher, Durand Co., Cambridge, Massachusetts; L. M. Gimbal, Gimbal Brothers, San Francisco, California; C. W. Griggs, Sanitary Food Manufacturing Co., St. Paul, Minnesota, R. L. Henderson, Norris, Incorporated, Atlanta, Georgia; De Witt P. Henry, De Witt P. Henry Company, Philadelphia, Pennsylvania; Albert Horowitz, Up-To-Date Candy Mfg. Co., New York, N. Y.; Bob McCormack, Bobs Candy and Pecan Company, Albany, Georgia; Herman L. Hoops, Hawley & Hoops, New York, N. Y.; I. C. Parker, Pangburn Company, Fort Worth, Texas; Chester E. Roberts, Imperial Candy Co., Seattle, Washington; A. J. Schlirf, Henry C. Garrott, Inc., St. Paul, Minnesota; Otto Schnering, Curtiss Candy Company, Chicago, Illinois; Charles L. Supplee, Frantz Candies, Inc., Lancaster, Pennsylvania; and Thomas J. Payne, Reed Candy Co., Chicago, Illinois.

## "Candy Is Delicious Food Enjoy Some Every Day"

Song Featured at N. C. A. Convention Banquet

Lyric by Joe Moss, Director, Joe Moss'  
Society Orchestra

(Tune: "Stein Song.")

Candy is delicious food  
Enjoy some every day  
Eat your share of candy every day  
It will chase the blues away  
If you want her to think you're just dandy  
Bring her a box of candy  
Then you'll know she's in her best mood  
For candy is delicious food.

Whether on land  
Or on sea  
With a box of candy you can't go wrong  
And I'll bet  
If you get  
Her some chocolates her life will be one sweet song  
For the young  
And the old  
Candy is "DELISH"—for your "DISPOSISH"  
Keep in step  
And for pep  
Make candy your national dish—for

Candy is delicious food  
Enjoy some every day  
You can't go wrong  
With hard candy or lollipops  
And don't forget those delightful gum-drops  
(Yum-Yum)  
Peppermint sticks and candy bars  
Are mighty fine  
And luscious is the word for Bon Bons  
Put them all together they're just dandy  
For candy is delicious food.



Directors: R. L. Henderson and H. B. Fisher

voted exclusively to the Industry's Merchandising-Advertising Campaign. In charge of Otto Schnering, president of the Curtiss Candy Co., Chicago, who is the chairman of the Merchandising-Advertising Committee, the meeting brought to the attending candy men an array of distinguished speakers who discussed "Candy as a Food" in the light of scientific research and discovery. Speakers included Dr. Walter H. Eddy, director of Good Housekeeping Institute; Dr. Howard W. Haggard, associate professor of practical physiology at Yale University; Dr. Marvin "Mal" Stevens, well-known football coach and practicing physician; the famous Oscar of the Waldorf, and C. L. Miller, publicity director of E. W. Hellwig Co. of New York, under whose supervision the Educational Bureau for the N. C. A. Merchandising-Advertising Campaign has been set up. A detailed account of this session and addresses will be found in a separate article in this issue.

Wednesday afternoon's session was general in nature, and included speakers and addresses whose principal topic concerned management problems. Heading the list of speakers was Alvin E. Dodd, president of the American Management Association, New York, who traced the problems of management from back in the Gay 90's to the present day. A complete version of the address of the following speaker, Harold B. Bergen, consultant on industrial relations, McKinsey, Wellington & Co., New York, is also given in this issue. The topic was "An Industrial Relations Program for the Candy Manufacturer."

Other speakers on problems of industrial relations heard at Wednesday's session were Glenn L. Gardiner, Forstman Wollen Co., Passaic, N. J., who spoke on "Training Foremen for Good Industrial Relations," and Ralph A. Lind, labor relations counsel, Stevenson, Jordan & Harrison, New York, who covered the subject of "Union Negotiations and Contracts." Since industrial relations are of huge import in today's management problems and promise to become still more important, both addresses were timely and instructive.

### Annual N.C.A. Dinner-Dance

The annual N. C. A. Convention Dinner-Dance was held in the grand ballroom of the Waldorf on Wednesday evening, from 8 to ?. Following a reception in the Basildon room of the hotel, guests proceeded to the ballroom, where they partook of a dinner specially prepared for the occasion under the supervision of the famous Oscar, who had

attentive audience, which included Mayor Fiorello H. La Guardia of New York, who was the final speaker on Tuesday's program. His address of welcome is briefed in this issue.

### Industry's Campaign Has Special Session

Perhaps the most enthusiastic meeting of the convention was that of Wednesday morning, June 8, which was de-



Directors: L. M. Gimbal and Albert Horowitz



Directors of the N. C. A.: Thomas J. Payne, Otto Schnering and C. W. Griggs

appeared before the convention the preceding day. During dinner, organ music was featured, with Dr. C. A. J. Parmentier, famous pipe organist, at the console. Music for dancing was furnished by Joe Moss' Society Orchestra. A floor show was also presented, outstanding acts including the "International Revels"; Bart Simmons, singing star of Shubert and Ziegfeld productions; Selden & Endler with a comedy skit entitled, "At the Party," and the Dixie Four, presenting "Top Hats." At the dinner-dance the trophy for the outstanding exhibit at the 15th Annual Confectionery Industries Exposition was awarded to the American Sugar Refining Co., New York.

#### **Final Session Hears Talks on Sales**

There was no business session of the convention-at-large on Thursday morning. The executive session featured the report of the board of directors; report of the resolutions committee; unfinished business and discussion of new matters.

The afternoon (and final) session was in charge of H. R. Chapman, and featured addresses on Selling and Fair Trade. The first speaker to address the assembly was Frederick

B. Heitkamp, general sales manager, American Type Founders Sales Corp., New York, who discussed the subject of "Selling in the 1938 Market." He outlined some of the difficulties met by the salesman and manufacturer due to economic conditions and other circumstances, and suggested methods of approach to a more intelligent evaluation of the problems and their solution by candy manufacturers' salesmen. This address was followed by one on "Re-Sale Price Maintenance Under the Fair Trade Acts," presented by Edwin B. George, economist, Dun & Bradstreet, Inc., New York. The subject of Fair Trade is becoming so important in the Confectionery Business that Mr. George's talk is being presented in full in the hope that it may help confectionery manufacturers to solve problems which they are meeting as a result of Fair Trade laws.

A description of the Confectionery Industries Exposition will be found elsewhere in his issue. A song, inspired by the Industry's slogan and written by Joe Moss, leader of the orchestra which furnished music for the dinner-dance, accompanies this report. It is sung to the famous "Stein Song" tune.

*Directors not shown include: DeWitt Henry; Bob McCormack; Herman L. Hoops; I. C. Parker; and A. J. Schlirf.*

N. C. A. Directors: Charles L. Supplee, Otto G. Beich and Chester E. Robertis



# Mayor La Guardia Tells N.C.A.:

## "THIS IS NO TIME FOR POLITICIANS"

COMING direct from the Constitutional Convention at Albany to the Waldorf Hotel where the N.C.A. was in session, Fiorello H. LaGuardia, mayor of New York City, delivered an address of welcome to the conventioneers which is equally worthy of considerable thought by those who did not or could not attend the N.C.A. meetings.

"I am very much interested," he said, "and awfully anxious to look at a group of men who report that they had a good business year in 1937. Just what happened I don't know, but I want to congratulate you—assuming, of course, that the report I read is correct. It came from your headquarters."

He reminded the members of the Prize Candy difficulties which were eliminated through the assistance of the New York city association, and asked members to continue their co-operation with the New York authorities in stifling this minor racket.

Going into a serious discussion of the present economic situation, Mayor

LaGuardia said: "It is uncanny to see what machines will do." (He had seen the last portion of the movie presentation, "Over the Counter and Off the Shelf.) "One can vouch that they are very successful by the number of people we have on the unemployment list. Every one of these machines that flashed on the screen brought to mind the number of girls and men who are added each year to unemployment.

"Of course, no one wants to stop progress; no one would advocate putting an end to labor-saving machines, but on the other hand, we must provide for people that we have in this country. We must adjust ourselves to the machine age; in other words, we must adjust the machine to 130,000,000 people, rather than expect 130,000,000 people to adjust themselves to the machine. I suppose a great deal of our present troubles come from this, that progress in science, chemistry, machinery and electricity has gone so far ahead of progress in our social relations and

government that we have fallen far behind—of which the present economic crisis is absolute proof."

Here the Mayor launched into a very earnest and urgent plea for co-operation between labor, industry and government. "Gentlemen," said he, "the economic solution cannot be brought about by speech-making or snappy sayings or catchy epigrams or political slogans. We require a great deal of sound thinking and cooperation, and when I say co-operation, I mean just that—co-operation between industry and labor and between labor, government and industry. Labor should be called to task if it is wrong just as industry should be called to task if it is wrong.

"Another thing I am strongly for and haven't seemed to make much success on to date—we ought to have less politics. This is no time for politicians. Politicians never contributed anything at any time, anywhere!"

Loud and prolonged applause greeted this forceful and emphatic statement by the mayor, and this was to rise thunderously a moment later, when he added: "I know little about the chemistry of candy, but I do know something about the chemistry of politics, and I can tell you from my actual experience (I have been in politics for only 34 years), that politicians are absolutely no use in a time like this—and as far as I am concerned, at any time!"

Asking for the same kind of co-operation between labor, industry and government that marked the war crisis of 1917, Mayor LaGuardia said: "At this time you may not agree with me, but I'll tell you we are facing a crisis that is far more dangerous than we were facing in 1917 when we declared war. Our financial condition is bad; that of the cities of this country is bad. Many of them are hopelessly insolvent—can't raise money for current relief or current expenses. Taxes are high and yet we have badgering and opposition and political nagging all the time in Washington. There must be an end to this, and the best minds of the country simply *must* get together, and get together real soon.

"There is enough genius in this country to solve our problems, and it should be used."



Mayor LaGuardia Receives Special Gift Box of Candies After His Address at the N. C. A. Convention, as Harry Chapman and Henry Heide Look On

# ENTHUSIASTIC AUDIENCE FOR MERCHANDISING-ADVERTISING TALKS

PERHAPS the best-attended session of the 55th Annual Convention of the National Confectioners Association was that devoted to the Industry's Collective-Co-operative Merchandising-Advertising Campaign. The session was held on Wednesday morning June 8, and was presided over by Chairman H. R. Chapman, who turned the meeting over to Otto Schnering, Curtiss Candy Co., Chicago, chairman of the N.C.A. Merchandising-Advertising Committee.

Mr. Schnering traced the history of the campaign's development and background, the part which the confectionery companies themselves are taking in it, how the supply firms are tying-in, what the candy jobbers and retailers are doing, and what efforts other allied industries are making to help along. Before introducing other speakers scheduled to appear on the program, he showed a number of lantern slides and a short movie illustrating the manner in which the Industry's slogan is being spread throughout the length and breadth of America.

The first formal speaker of the session was the famous Oscar of the Waldorf, who addressed the audience as follows:

"As host of the Waldorf, it is my great privilege and pleasure to welcome you here!"

"I suppose there are few present who know that I was once an apprentice in a confectionery shop in Switzerland, but that is a long time ago in my early youth. At that time we did all the work by hand. We made the real French bon-bons and used a little wire spoon for dipping each piece individually into the fondant.

"Of course, the Candy Industry has made thousands of improvements since that time. Here at the Waldorf, however, we have been able to make use of some of my early experience in candy-making—of course, with the modern touches and by modern methods.

"We have used candy for years in many ways at the Waldorf—after dinner, and with dinner, the candy-covered petit fours, cakes with candy frostings, marshmallows in salads, and in other fashions too numerous to mention.

"Now, with all this contact with candy during my life, it never occurred to me that candy is a food. Yet, I have known the ingredients used in making it and have known that butter is food, milk is food, and that eggs and sugar are foods. I could not have thought that these very essential foods lost any of their healthful value when blended together in various proportions, to make candy. And so, the fact that candy is truly a food, and a delicious one at that, as your slogan points out, has really just occurred to me.

## Scientists Discuss Candy's Food Value

"People always look forward to the dessert course, and consequently much time is devoted in our kitchens in making new desserts and in making them not only pleasing to the taste, but pleasing to the eye."

"In looking over your exposition and seeing your latest candy creations, I have found that you candy men have made your products both pleasing to the taste and to the eye, I congratulate you on your progress in candy making."



Otto Schnering, Chairman of the N.C.A. Merchandising-Advertising Committee, Sounds the Keynote for the Session Devoted to the Campaign, at the Convention

Mr. Schnering next introduced to the audience Dr. Walter H. Eddy, professor at Columbia University; formerly chief of the Division of Food and Nutrition for the A.E.F. during the World War; and at present also director of Good Housekeeping Institute. Said Dr. Eddy: "In G.O. 176, General Headquarters, American Expeditionary Forces in France under date of Oct. 11, 1918, appears the following item in the prescribed Garrison Ration: 'Candy 0.8 oz. (issued ½ lb. in 10 days).' This item appeared following a recommendation of the Nutrition Division of the A.E.F. which reads as follows: 'There is a universal demand from the men living in the open for sweets, which demand cannot be supplied, or is not, by the Sales Commissary. It is believed that in addition to being a good and concentrated food, that candy will tend to decrease the consumption of wine, much of which is objectionable from its alcoholic content.'

"That is history. I merely stress it here as evidence that our group of Nutrition experts had a good word to say about candy.

"Nutrition advisors are often cited as being opposed to candy eating. Don't give it to children! It will cause tooth decay! It spoils the appetite for wholesome foods! These are some of the statements often heard. Are they

contradictory to the recommendations of the Army advisors? Which are right? The answer is, both are right, but that answer requires explanation.

"Most any single food taken in excess or at the wrong time will cause trouble. That holds even for milk. Digestive disturbances are always due to eating too much of anything at a time, or eating anything at the wrong time. There is no reflection on the wholesomeness of the food eaten or on its value when properly used in the dietary. Let me outline briefly what we know of the physiology of candy digestion and assimilation.

"First, not all sugars act in the same way. Sucrose (cane or beet sugar) is sweet. That is one reason why we like candy. When sucrose alone is taken in too large amounts on an empty stomach it irritates the stomach lining. It also dehydrates it, and puckers the stomach. But if your stomach already contains food when you swallow sugar, the food will dilute it and prevent it from dehydrating and puckering the stomach lining. Fortunately, the candy industry, keeping abreast of modern scientific development, has evolved candy formulas which in themselves supply some of the necessary additional foods to dilute the sugar and prevent this puckering. Most modern candies contain butter, eggs, milk, nuts, corn syrup, chocolate and other such valuable food ingredients.

"What about the effect of sugar alone on appetites for wholesome foods? The fact that sugar alone has satiety value which makes it valuable as a dessert should indicate its moderation in use when we wish to develop appetite for other food. It is for this reason that the modern candy maker combines many foods with sugar in the manufacture of confections.

### **What About Tooth Decay?**

"The inhibition about tooth decay is not so strong today as when it was universally believed that all tooth decay was due to lactic acid bacteria in the mouth living on carbohydrates caught between and on the teeth. It is doubtful, with its easy solubility in saliva, whether candy or sugar stays long enough in the mouth to permit this action, and we know today that tooth decay is probably generated by other dietary deficiencies or environmental conditions rather than by sugar fermentation.

"A recent president of the American Medical Association, Dr. McLester, in his book on Nutrition and Diet, puts the position very fairly: 'Large quantities of cane sugar in concentrated form delay the evacuation of the stomach, but smaller quantities in solution have no such effect. Candies taken in large amounts have similar effects; the addition of flavoring extracts and other substances, such as milk, have a modifying effect. Hard candies eaten slowly have little influence, but soft candies have the delaying effect of concentrated sugar solutions.'

"One reason why candy is sometimes frowned upon by many parents is that little has been done to acquaint them with the advances made in combining so many valuable food elements in candy. Perhaps you can develop such education so that instead of enemies you will make friends. The saturation point in candy sales has by no means been reached. My suggestion today then is: More accurate, more intensive, and more widespread educational propaganda on the subject of candy as food."

Following short discussion, in which several questions from the floor were answered by the speaker, Chairman Schnering introduced Dr. Howard W. Haggard, associate professor of Applied Physiology at Yale University and author of the popular book: *Devils, Drugs and Doctors*, who spoke on the topic, "Candy as a Prime Dietary Requirement."

"There is," said he, "a quite erroneous view held by the

public that the sugar in candy is in some way different from the starches of cereals and the sugars of fruits. Physically and chemically there may be differences, but physiologically there is none. No matter in what form the carbohydrate is eaten, it is by the process of digestion always changed to sugar; it is absorbed into the body only as sugar; and sugar is candy. Many candy manufacturers are putting dextrose in their products, and dextrose is pre-digested carbohydrate.

### **Candy as Primary Dietary Requirement**

"If the public realized that all carbohydrates, irrespective of source, is physiologically candy, the place of candy in the diet would be better understood. Candy can with safety be used to replace any proportion of the starch—the carbohydrate from any source—in the diet. But it cannot, any more than starch, replace the proteins, the minerals or the vitamins of the diet.

"The nutrient materials in the ordinary mixed diet of America contain approximately 70% of carbohydrate by weight, or 55% by calorific value. This is more, by weight or calorific value, than all the other foods combined. The individual of average activity takes daily some 3/5 lb. of carbohydrate. Even if he eats none of it as candy, nevertheless all of it is converted into candy and absorbed as candy. Thus, even the dietary fanatic who avoids candy fools himself only, and not his stomach.

"In the past years tremendous interest has been aroused by the discovery of the need of the body for the so-called accessory food substances such as minerals and vitamins. But the emphasis on these substances should not outweigh the fact that the first and foremost requirement of any diet is to supply the energy that keeps the body alive, warm and moving. The primary source of human energy is carbohydrate, which is physiologically candy.

"The reserve of sugar in the body, unlike that of fat, is small, certainly less than a total of one pound. The body has an elaborate mechanism for conserving and regulating its essential sugar supply. Sugar is the only food so conserved and regulated in the body, and this has important corollaries in the matter of tiredness and irritable disposition.

"Sugar circulates in the blood in precisely regulated amounts. The normal limits are between 0.8 and 0.18 per cent. After a meal containing carbohydrate the concentration of sugar in the blood rises to 0.14 and 0.16 per cent. Two or three hours later the percentage falls to 0.10 per cent or slightly lower, and at this lower level it is maintained for many hours unless another meal is taken. Some 12 years ago this peculiarity in the supply of available sugar and two other pertinent facts caught and held my attention. The second fact was in the demonstration that muscular activity is performed best when an abundance of sugar is present in the blood. The third fact concerned what are known as the accessory phenomena of sugar. Diet has always been studied from two main approaches: how much to eat and what to eat. But everyone has left to chance and custom the matter of how much to eat. We studied the latter problem for four years, and our experiment showed that eating of carbohydrates—candy—relieves tiredness, irritability and disinclination to work, which I call accessory phenomena of hunger. It is upon this basis that I strongly urge that a snack be taken in mid-morning, mid-afternoon, and preferably before going to bed and that each snack contain at least one ounce of carbohydrates. But there must be no curtailment of other mineral and protein foods. Vitamins, minerals and proteins are to the body as oil and repair parts to the automobile.

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# RE-SALE PRICE MAINTENANCE UNDER THE FAIR TRADE ACTS...

By EDWIN B. GEORGE\*

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HERE are forty-three state laws that now permit manufacturers to name the price at which their goods may be sold or re-sold. They follow two related forms—the California law and the model draft of the Retail Druggists Association—with such fidelity that even stenographic errors are copied, state by state, which gives you some sort of idea of the emotional wave that has carried this thing from coast to coast rather than a series of deliberately thought out bits of statesmanship. Even so, there are a number of states that have wandered into special clauses and stipulations of their own so that every manufacturer must be on guard as to the actions he takes in each one of them.

Consider the economic significance. Before the individual manufacturer or industry can decide what it ought to do, it must first make up its mind as to whether these laws are a flash or a fixture. The answer is to be found not merely by looking at the words of the law and at your own business and at the way you were brought up, but at the whole stream of events in which all of these things are swept along together.

We know that competition is now almost an institutional matter between organized groups, as mass distributors vs. cooperatives and legislative lobbies, rather than between Bill Jones and Harry Smith in the old-fashioned way. We know that resale price maintenance does not stand alone but is a part of the same ball of wax with the Robinson-Patman Act, restraints on loss leaders, chain store taxes and other popular measures that are designed to equalize competition between the big and little man.

As usual in the case of great public issues, the common arguments on both sides are partly factual and partly emotional. Both sides use the same old, time-tested catchwords. Current literature rings with such words as "our country," "rugged individualism," "efficiency," "fair trade and unfair practices," "public service" and "monopoly."

Was the competitive structure previously and seriously out of balance? Were independent retailers handicapped beyond any measure of differing efficiency? If so, this kind of law now appears as a crude and dangerous adjustment, but nevertheless an adjustment.

It sounds bad and it is bad that price levels should be the prize of gang warfare rather than of the automatic adjustments by which our system is supposed to be kept in order, but it does seem to be working out that way. Nevertheless, at a more dignified level, the tariff, farm program, Guffey Coal Act and the Labor Relations Act are not so much more virtuous, and the main significance of current events is that the tide of battle in merchandising, as well, has shifted. A still pressing question is where it will stop.

Its next logical drive, for example, is for longer margins



Edwin B. George

with coercive measures. The chairman of the Federal Trade Commission has already issued a strong warning on both points.

What happens to prices and resale price maintenance? What might be expected to happen in your own industry? This is not an easy question. In fact, you can get almost any story you want to believe. For his part, the manufacturer sometimes feels that he is being ground between distributor pressure and the necessity of keeping his prices competitive. He is urged by his distributor to do the manly thing and let his goods stand or fall on quality—make prices firm and let the best man win. This is a beautiful ideal and there isn't a manufacturer who ought not to give it some weight, but it doesn't help much if, in spite of everything, his dearest competitor doesn't go along or if the public decides to spend its nickel for something else.

As a matter of fact, this price compromise business has been figured pretty close, in actual practice. Some manufacturers started with consumer list prices, lost trade, and came down. Others, faced with the problem of meeting loss leader competition in some metropolitan areas, started their prices at a low level, only to see the minimum become standard everywhere, and came up. The problem is that stores are not just stores, but a scramble of differently situated businesses with different operating expenses.

## What Happens When Price Maintenance Starts

You may be waiting for returns from other industries as to what happens to prices when resale price maintenance is put into effect. Are you convinced that the new laws have pushed them up drastically—to the point, possibly, of defeating themselves? You're right. Do you feel that the lessening of price pressure at the sore points will bring about more vigorous merchandising at more moderate prices elsewhere? You're right.

Prices of fifty fast-moving products went up 1.86% in neighborhood drug stores, 29% in large price featuring stores in New York City and Brooklyn, but in cities with populations of ten thousand to one million they declined by percentages ranging from 4.40 to 5.14, and in rural communities and still smaller towns the average decline was 6.73%.

Naturally, there were far greater individual extremes in

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## **Edwin B. George**

Mr. George has a comprehensive personal background in Commerce and Trade. He has been Trade Commissioner of the U. S. Dept. of Commerce to the Phillipines, British India, Dutch East India, and other countries. Later he became manager of the Commerce Department's Philadelphia office, from which position he was promoted to Chief of the Domestic Commerce Division of the Department.

He was a member of the Industrial Advisory Board of N.R.A., member of the Policy Advisory Group, N.R.A., executive secretary of the N.R.A. Advisory Council.

A prolific writer, Mr. George is the author of a large number of reports and pamphlets on legislation affecting Trade and Anti-Trust Laws. Included among these are: "Federal Trade Commission Decision in the Goodyear Case," "Economic Speculations on Robinson-Patman Act." As co-author he contributed from his experience to "Check List of Possible Effects of the Robinson-Patman Act," published by Dun & Bradstreet, "Business Regulation by Judicial Decree," and "An Appraisal of the Undistributed Profits Tax."

Mr. George is also author of several brochures on Markets for American Textiles, Hardware, etc., in various foreign markets; "Aids to Retail Grocery Profits," "Evolution of Trade Policy Under N.R.A.," and other works on Foreign Affairs and Finance.

both directions. Some random dipping into other Fair Trade states leads us to suspect, but not to be sure, that the New York diversification is typical. The explanation, whatever it is, ought to be important. The increase in cut-rate stores measured the rebound from deep loss-leaders and price advertising. Probably the relief from this pressure made it seem more worthwhile to smaller and neighborhood dealers to push the affected lines instead of merely carrying them as necessary convenience goods, as was so often the case, supplemented, as I have previously remarked, by the tendency of the minimum to become standard.

### **Where Will Resale Price Maintenance Go?**

Into what industries has resale price maintenance spread? It is probably a fair assumption that resale price maintenance, as enacted, is of a nature to have but limited application. As a first sweeping exclusion, it can operate on branded goods only, wherefrom we can engage in a further delimiting process on the basis of probabilities.

The business census of 1935 lists some twelve groups of retailers, and of these foods, automobiles and general merchandise (accounting for nearly half of the total retail trade) are either not suited to such close control or have their own methods of approximating it.

Some of the more likely items are: Popular items in the drug, cosmetic, book, millinery, radio, tobacco and other rapid turnover trades. Smaller but nevertheless definite use of them has been made in the case of stationery, hardware, jewelry, refrigerator, rubber tire and confectionery fields with others trailing off in the distance.

The drug trade of course is a natural for resale price maintenance, and I don't think it is necessary to go into detail. The liquor business has its own problems, which are of a nature to make resale price maintenance look like as good a solution as anything else. Manufacturers, whole-

salers and retailers therefore have seized upon it with common accord and all is rosy except for the facts (a) that periodically the price dam breaks and (b) that when it does the concussion is terrific.

### **Why It Works**

I know of some alleged circumstances that may have a bearing on the problem. I would not say that the liquor industry runs exactly to loss leaders; it certainly does feature prices, but this brings it only partly within the protection of the strongest argument for resale price maintenance—loss leaders. Not all of the lines handled are price-fixed, which always creates an awkward competitive situation; there is a large number of wholesalers in the field, and I understand that some of them yield rather easily to price-cutting impulses. Occasional secret discounts by wholesalers to retailers could always touch off a conflagration in price cutting, and while the prominent manufacturers most certainly stand back of the price maintenance campaign, it must be a quiet relief to some of them to see retail shelves empty so briskly.

Furthermore, this is a holiday industry and stock carryovers have broken stronger wills than have so far been manifest in this one. Yet in spite of everything, enforcement has been successful over considerable stretches of time.

I am mentioning all of this merely as a suggestion that when you look abroad into other people's experiences as a help in making up your own mind, you might inquire more closely into the ruling facts in this situation than I have been able to do. Books, radios, cigars, etc., also have come under the spell.

### **Resistance From Well-Known Drug Brands**

In the drug trade, a few well-known brands have resisted, and possibly, as a result are featured at cut prices by mass distributors and widely boycotted by the independents. There are far more fields, however, in which even a start is impractical than those promising a long term freeze in price relationships. Little more than half-hearted efforts have been made in the food field, for example, because of compulsory mark-ups or the unfair practice laws; the field is unusually full of strongly established private brands; many foods are seasonal, and there are so many choices among foods that a consumer can make; and because of perishability. In wholesaling, for the most part, minimum prices have been set at the retail rather than the wholesale level. Jobbers have cooperated and by the very act of doing so have gotten so close to the idea that the lure gets them. Administratively, however, that task is harder than at the retail level. Manufacturers often sell at both levels and so are often in competition with their own jobbers. Margins will be completely frozen except as they are sweetened at the manufacturer's expense.

### **What Help Is There?**

Are there principles of sound and unsound application? Gentlemen, what help is there for your industry from the experience of other industries in determining whether or not to take a fling at resale price maintenance? Here are some generalities:

The fact that we have troubles is no proof that resale price maintenance will solve them. There is no divine right for a business to exist at all unless a necessary service is rendered. There is little right to legislative protection except against active abuses, and almost none against straight competition as such. It is not sheer accident that some trades have used resale price maintenance successfully while others, almost but not quite like them, have failed dismally.

Here are some guesses as to the characteristics of product

and an industry should possess to be practically eligible for resale price maintenance:

1. The law's own stipulation, such as the requirement of a brand and the existence of open competition for the goods.
2. The brand should have fairly wide consumer acceptance, often but not necessarily of the loss leader type. Products of a highly specialized nature, aggressively advertised and fast-moving, standing out in quality or price or both, able to resist rugged price competition if necessary, is a description that seems roughly to fit a good many of the successfully protected items.

Food has already been mentioned as a line that has resisted the pressure. Its nature prevents specialization to any point approaching monopoly, and it constitutes so important a percentage of the household budget that the pennies are watched more carefully than anywhere else.

3. Trade discipline, or at least a united front on this issue, that will stand up under pressure or temptation. If a large and yelling minority has to be blackjacked daily by suits and injunctions, the chances of observance are poor and all that will happen is that the good Indians will have their business scalps lifted.

There must be at least a willingness on the part of the great majority to do each his own part and in some chaotic trades almost a crusading fervor over the whole trade front. If an industry is overrun with catch-as-catch-can competitors at either the producing or distributing level or is vulnerable to private brands or substitutes, the hazards are enough to make one think twice. If it's just a matter of loss leaders, as in the drug trade, or even price featured lines as in liquor, the problem is narrower and sharper.

4. Goods with naturally wide price fluctuations, susceptible to style and seasonal influences, are all but hopeless for this purpose.

5. Trade-ins are almost out. Policing is a superhuman job. Down on Nassau Street some of the radio dealers will publicly observe the producer's list price and then give you \$25 on your old radio as long, I guess, as it still has a couple of wires in it. They print the offer on handbills, so that at any rate you can't charge them with discrimination.

#### **Application to Confectionery Industry**

Now we come to a consideration of the application to the confectionery industry. I will venture no opinion as to how well or how poorly the confectionery industry meets these various tests. From now on, however, I am speculating on your business. First, what lines and objectives are involved in resale price maintenance for the confectionery industry?

There seems to be general agreement that the law would be applied primarily to count goods and larger packages and principally in the realm of five-cent bar goods. The plea seems to be fairly general that the five-cent items be pegged at both the wholesale and retail levels, with some demand for the protection of penny goods among wholesalers.

The purpose that would cover most of those argued would be to save jobbers from excessive competition generally and to eliminate three-for-tens particularly. A serious contention is made that invoking of the law is necessary to prevent the wholesaling of candy from becoming a by-product of other trades—its reduction to a sideline, to the serious injury of everybody concerned.

It is also argued with some truth that many manufacturers have for years been assuring the jobbers that if there were a legal way, they would be only too glad to establish retail prices and to maintain them. In this view, the issue is essentially one of keeping faith. Many of these manufac-

turers feel that the issue included practical means as well as mere legal sanctions and that even the legal road is at this stage not entirely free of obstructions.

Another sincere statement of the case is that competition under Fair Trade laws becomes a competition of values rather than of prices and that no self-respecting manufacturer should shrink from such a test. If you set the price too high the public isn't going to keep on buying just because they get ethics along with their candy.

The biggest lesson other industries have learned is that the minimum price must be definitely reasonable, and with some of your lines, reasonableness is not going to be a matter of off-hand agreement.

What are the problems of manufacturers in this particular industry with respect to (a) maintenance of markets and (b) administration and enforcement.

#### **Maintenance of Markets**

The manufacturer, as a human being, is going to resist both legal and ethical arguments that he should sacrifice his market to a theory of fair competition. The manufacturer is vividly aware that if he sets retail and wholesale prices he may be opening new and unpredictable competition from other manufacturers, from jobbers of other lines and even his own of the less scrupulous type, from private brands and from mass distributors. His market depends upon clockwork coordination all along the line.

Resale price maintenance is not the long-sought miracle of "something for nothing." Jobbers will have to work harder to hold their customers, they will be blamed for raising prices, they will inevitably lose some customers to other lines and jobbers not similarly bound; they will have to contend with the imperfections of enforcement; they will sometimes be angry at the manufacturer for not spending all of his time in the courts, and the manufacturer will sometimes be angry at them for not working harder to hold volume against the lower prices of competitors.

The jobber will be rightfully expected to train his salesmen to render more service to retailers on windows and displays, to watch the retailers' stock to avoid shorts, possibly to increase his delivery service, and in general to make the retailer also realize that he is getting value instead of price.

If bars and penny goods are to be protected in price, whatever consumer recoil there may be will have to be offset principally by more energetic efforts on the part of the jobbers to see to it that the retailers have stock and are properly displaying it. The more enlightened jobbers and retailers recognize their new responsibility to the manufacturers and offer as one of their own arguments that a better distributing job will be done.

Two observations do occur to me on "jobber selection." Presumably, such a policy could not be adopted cooperatively because of the anti-trust laws and, as usual, there would be frenzied price competition from the manufacturers who stayed out and the jobbers who were left out.

#### **Enforcement**

There will be a fair amount of enforcing to do. Somewhere from 50% upward of the distributors were suspected of violations during the NRA and at least 80% of the jobbers are today selling below manufacturers' suggested resale price. Even the rosiest view there does not seem to be much reason to believe that 100% of either manufacturers or distributors will go happily along under the Fair Trade laws. Some of the happy ones will be those who do not go along. Price is what they have sold from childhood and the more of their competitors who hit the sawdust trail, the more grateful the "sinners" will be.

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# INDUSTRIAL RELATIONS IN THE CANDY FACTORY . . .

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EVERY company no matter how small has to solve problems in personnel management. These include employment, transfer, promotion, wage and salary administration, training and education of employees, health control, accident prevention, employment stabilization, sickness, death, unemployment, old age, grievances, supervision and leadership, and the separation of employees from the company. Every company will have to solve most of these problems regardless of whether there is an organized personnel program.

An organized approach to these problems of personnel management should result, regardless of the size of the company, in more efficient and economical operations. This is the main reason for organized personnel management.

The second principal objective of an organized program should be to prevent labor difficulties. Labor problems, whether we like them or not, are here to stay. Organized labor, employers, and the government have attempted to solve these labor problems. The more efficient the employer is in solving them, the less likely the government will be to increase its control of industrial relations. Wisdom in industrial relations is keeping ahead of the time. An organized personnel and industrial relations program should prevent labor difficulties.

## **Who Should Be Responsible For Personnel Management?**

Personnel management is the responsibility of each member of the executive and supervisory staff of a company. The president is the chief personnel officer and this responsibility continues down the line in supervision. Responsibility of the lowest level of supervision for personnel management should be especially emphasized because these individuals are the direct contact point of the management with the employees. It is essential, therefore, that each member of the management group be trained in the art of handling men and in the art of training subordinates.

Although the president is the chief personnel officer, it is desirable for a company to assign to a senior executive reporting to the president the responsibility for coordinating the personnel and industrial relations program. In a small company this may be a part-time job but in such cases some one individual should be designated as personnel or industrial relations manager because the president will seldom have full time available for a consideration of personnel problems.

The first steps to be taken in developing an organized program is to find out what the employees think about the present labor policies and practices of the company. This can be done by means of a properly constructed question-



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nnaire which is administered in a way to insure the complete cooperation and frankness of the employee.

With information relating to the attitudes of employees at his disposal, the management will be in a position to establish sound personnel and industrial relations policies. Definite policies will provide for the intelligent handling of personnel problems by anticipating and making decisions concerning what action should be taken prior to the time when action is necessary. Personnel policies also provide for the continuity of action dealing with employees and in this way tend to improve the relationship between the management and the employees. Personnel policies should cover such matters as collective bargaining, grievances, seniority, employment, training, pay and hours of work, financial security, health and safety, and public relations. These policies should be established in writing and published for the information of all employees.

After policies have been established, methods for executing these policies should be developed. The executive and supervisory forces should be trained in the use of these methods and procedures. The development of personnel methods will facilitate uniform execution of the personnel policies by those who must administer them.

## **Collective Bargaining**

If an employer is faced with a unionization drive, the policy should be one of "hands off." Executives and supervisory forces should be trained to refrain from saying or doing anything which can be construed as interference in the employee's right to decide for himself, whether he will join the union or which one he will join. If employees ask their employer for advice in these matters he should make it plain that they have the right and responsibility of deciding who shall represent them, if any one. The vigorous adherence to this policy will prevent trouble with labor boards.

The union or unions designated by the labor board for collective bargaining should not be short circuited at any

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time. The employer should seek to educate the employees' representative in the facts about his business and develop responsibility in them. He should not hesitate to sign a contract with them if there has been a satisfactory meeting of minds. In any event, he should attempt to keep the agreement as simple as possible. In this connection we can take a leaf from the book of experience of British employers, who depend upon the administrative rather than legislative method in industrial relations. In other words, the employer and the union should rely upon good personnel management rather than upon complicated rules and regulations. This applies especially to problems in seniority.

Unreasonable demands should not be turned down simply because they appear to be unreasonable. If the real reason for the demand can be ascertained, it can usually be adjusted without granting the original unreasonable demand. The employer should never refuse to discuss a problem not covered in the agreement but should take advantage of the opportunity presented for educating the employee's representative.

### Grievances

The importance of discovering grievances systematically and adjusting them promptly cannot be emphasized too strongly. A large amount of employee discontent is entirely unnecessary. If the management knows what the employee is really thinking and feeling, the sources of trouble can usually be reduced or eliminated. Executives do not often know the causes of discontent and they frequently feel that pay and hours of work are the only causes. The fear of dismissal often prevents employees from volunteering information. If a grievance is not discovered and adjusted promptly, the employee has two grievances, the original one and the grievance that his original complaint has not been adjusted.

There are a number of methods which can be utilized for the systematic discovery of grievances, but time will not permit my discussing them here.

Grievances that are justified and can be remedied quickly should be adjusted at once. Some of these grievances, however, may be psychological and require subtle treatment. For example, complaints about the supervision should be discussed in supervisory conferences in such a way that the identity of the employee will not be disclosed. Grievances which are justified and cannot be remedied should be explained frankly to the employee and they should be requested to suggest possible remedies. If they cannot make practical suggestions, they are likely to become convinced that the grievance cannot be remedied at that time. Grievances which are not justified should receive careful consideration, as they may be just as real to the employees as though they are justified. These grievances should be explained patiently to the employees and the misunderstandings causing the grievance cleared up apathetically.

The execution of seniority policies is likely to cause many headaches. Seniority rules and regulations should be kept as simple as possible. The operation of modern employment techniques and the maintenance of accurate personnel records will facilitate the solution of seniority problems. The development of mutual confidence between the management and the employees' representative will tend to make these problems less acute. This confidence will never be developed if the employer attempts to fight the union.

### Should the Employer Cooperate with the Union?

After an employer has signed an agreement with the union and wages, hours and working conditions agreed upon for a given period, the employer should take the lead in developing a cooperative relation with the union rather

### Harold B. Bergen

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In 1919, he joined the Cities Service Companies as an engineer in the Toledo Edison Company. Later he was transferred to budget work at the headquarters of the parent company. Late in 1920, he organized the Personnel Department, managed it until 1929, and developed the personnel program.

In 1929, he joined the Procter & Gamble Companies as Director of Industrial Relations. He organized the Industrial Relations Division and developed the personnel and industrial relations program for all factories, mills, and technical divisions until the Spring of 1937.

In the Spring of 1937, he joined the management engineering firm of McKinsey, Wellington & Company of New York, Chicago, and Boston. At present he is counselling a number of both large and small companies in various industries on personnel management and industrial relations.

His formal education includes undergraduate work in engineering and business administration and graduate work in psychology, for which he received a Master of Arts degree from Columbia University.

than attempting to fight it. The union should be assisted in developing good shop chairmen. It should not be short circuited. No announcement of personnel policies or methods should be made without consultation with the union. The cooperation of the union should be enlisted in such matters as increasing output, improving quality, reducing waste, decreasing cost, and handling problems of discipline. Union management cooperation should result in mutual confidence and more efficient operation.

### Employee Selection

The selection of new employees should be given careful attention. All applicants should clear through a central employment office. All changes in an employee's status, including transfer, promotion, demotion, lay-off, reemployment, discharge and resignation should also clear through the employment office. Each applicant should fill out a carefully constructed application form. An investigation of the previous business history of each desirable applicant should be made before employment. Applicants selected for employment should receive physical examinations before initial placement.

In placing a new employee care should be taken to give him preliminary instructions in company history, personnel policies, personnel methods, and rules and regulations. His immediate superior should train him adequately in job skills, related information, and safe working habits. The department head should take a personal interest in each new man and should extend the necessary courtesies to him to make him feel at home and a part of the company as soon as possible.

A central qualification record should be maintained for each employee. On this should be summarized the significant information from his application blank and the investigation of his previous business history. This qualification record should also serve as a service record, including dates of employment, positions held, and departments, and rates of pay and actual earnings. In addition, the

qualification record should summarize the employee's attendance and punctuality record, accident record, illness record, suggestions, special training, and record of output and quality. There should be a careful follow-up of each employee by means of periodic ratings and interviews and the results of this follow-up should be summarized on the qualification record. Notation should also be made of reprimands and warnings. A final rating should be made of each employee who is laid off or discharged or who resigns.

Care should be taken to develop promotional opportunities. Most employers think that they are handling this problem adequately but I believe that it will pay them to study the problem more thoroughly. The development by management of greater promotion opportunities will tend to prevent the growth of class consciousness.

### **Training**

Training is one of the most important management activities to be undertaken in any company, large or small. If each management or supervisory employee does a good job in training, most management and industrial relations problems will be solved. Organized training should start with the top executive. All managerial employees should acquire skills in handling men, in training men, handling grievances, relations with organized labor, and work simplification and motion economy. In addition, they should be given background training in company facts, in new developments in other companies, in labor and government, and in economic fundamentals. The systematic and continuous training of the management group should result in lower operating costs and in better industrial relations.

Employees should be trained carefully to do their work efficiently and faithfully. This training should be done normally by the immediate superior. In helping the new employee acquire job skills it will be necessary to furnish him with related information. In addition, he must be trained to form safe working habits. This will require, as indicated previously, the coaching of the management group in the art of teaching. Supervisory employees should also be coached in the techniques of motion economy and work simplification. Systematic training of employees should result in lower operating costs.

In addition to job training, all employees should receive general education in company information and economic fundamentals. They should know something about the company's financial condition and feel that they are getting their fair share of the earnings of the company. They should understand the economics of wages, costs, prices, sales, production, and employment. This information should be imparted to them through their immediate supervisors and through specially prepared educational material. This educational program, however, should be custom-made in terms of specific company facts. General educational and political propaganda have no place in such a program.

### **What Can Be Done About Pay Problems?**

There is, of course, no substitute for fair wages. The general wage levels in a company should compare favorably with those in the community and in the industry. Frequent checks should be made with other companies to insure that this policy is being followed.

While it is important to maintain fair general wage levels, it is important also to make sure that the differentials between various classes of positions are relatively correct. An analysis should be made, therefore, of each class of position in the company and each class should be graded on the basis of the various factors which make one job more important than another. This grading should result

in a grading plan. Pay schedules should then be established for each grade of work which will be relatively correct and which will be the same for the same grade of work throughout the company regardless of department. A procedure should be established for periodic and special pay adjustments within the schedules set for each grade of work on the basis of individual merit.

In fixing the price of labor for a given period by collective bargaining there are a number of pitfalls which should be avoided both by management and organized labor. Time, however, will not permit a discussion of these pitfalls at this time.

In addition to basic pay schedules, financial incentive plans can be superimposed wherever they can be properly applied. The acid test of a wage incentive or other financial incentive plans is whether it is acceptable to and understood by the employees whose earnings are affected by it. It would be a good investment for the management to examine its financial incentive plans critically at this time to make certain that this acid test has been met.

Profit sharing plans and special bonuses seldom have a place in a sound industrial relations program. Such plans for supplementary compensation should not be utilized unless both the management and the employees agree that the money could not be better spent in some other way such as plans for financial security.

It is essential, of course, that the standards for hours of work, overtime, holidays, vacations with pay, and time off for personal emergencies compare favorably with those in the community and in the industry. Definite standards covering these matters will tend to prevent a number of irritations and grievances. It may be found desirable to work out with the employees' representatives standards which provide for a longer work week without overtime for a limited number of weeks during the busy season and a shorter week during the slack period.

The health and safety of employees is a problem which receives continuous attention. In addition to sanitary and safe working conditions, all employees should receive continuous training in safe practices. Health and safety is an important responsibility of the supervisory organization.

### **Economic Security**

Employees face four risks: death, disability, old age and unemployment. Group insurance, mutual benefit associations, and pension plans on one hand and workmen's compensation, Federal old age benefits and State unemployment compensation on the other, provide a measure of protection against these risks. It is essential, however, that the employer as a matter of economical operation and of sound industrial relations develop a coordinated plan which will provide the employees with protection in addition to governmental benefits. Governmental benefits are not adequate for all classes of employees and all types of risks. Company plans, however, should be flexible and adjustable to changes in social security legislation.

In addition to these financial security plans, the employer should encourage his employees to develop habits of thrift. Thrift plans should, however, be developed and operated by the employees themselves. The employees' credit union is one of the most effective devices which can be used in this connection, as it not only develops habits of thrift but also keeps the employees out of the hands of loan sharks. The employee who saves a little each pay day likes to see his savings accumulate and becomes a capitalist. He hesitates to go out on a strike which would deplete his savings and is not likely to listen sympathetically to radical propaganda against his employer.

In the final analysis the industrial relations practice of the company will be determined by public opinion. There

should be a regular program, therefore, for the dissemination of information to the public relative to industrial relations in each company and in the industry. There should be frequent releases to the press of items of human interest. Contacts should be maintained with civic clubs, women's clubs, high schools, and other groups in the community. Visits of these groups to the plants should be encouraged. There should also be open house occasionally for the families of employees so that the children can see where "Dad works."

The development and operation of the program which has been outlined is practicable in a small company as well as a large company in your industry. Your trade associations can be of great help to you in developing such a program. Your secretary can collect information relative to new personnel development in the industry and in other industries and can disseminate this information to you. Your associations can also be helpful in developing uniform industrial relations policies for your industry.

## Open Letter to Mr. Thomas Brown

Dear Sir.

So IT is a secret, is it? I felt sure that there was a nigger in the wood-pile when the flutter in the Chocolate hen-house betrayed that someone was getting away with a few of the less obese chickens from those not on their guard.

It is, of course, obvious that the subject-matter of the discussion on fat and lean coatings can no longer be openly aired in this place, since your secret, divulged only to your bosom-friends (of whom, clearly, I am not one but, therefore, an outsider), remains within the power of only mind-readers to probe. Fortunately, there is no call for secrecy when dealing with scientific facts: and one may safely leave it to time, under these circumstances, to tell its own tale, just as time has already warned you to change your earlier advocacy of a fantastically high viscosity to the consideration of a more reasonable one for your coatings.

It is useless to continue the discussion moreover, since, after you yourself have suggested that you may be numbered as only another "grimy practitioner" who "has not been able to read" or, alternatively, "is not sufficiently impressed" by literature dealing with Chocolate, words of even one syllable would be wasted. If this is Olympianism on my part, may the good gods grant that I do not ever have to descend to griminess that has always been the stigma of slovenliness!

Had you been a reader, I would have asked you to re-read my original article entitled "Fat or Lean Coatings?", because you would have found therein that most, if not all, of your queries and objections were superfluous. But the confusion in your mind—illustrated in your "Certainly Use Lean Coatings!"—between such words as "principle" and "procedure" when used both with and without the qualifying "safe", and your patent lack of understanding of the word "nuclei", of their formation and of the part they play in fat-bloom, have created a fog that would take much time, space and energy to disperse. And, quite frankly, I doubt whether any words of mine could penetrate the mental mist—such is my own incompetence—even if it were worth the attempt.

I would, however, make here one pertinent observation that cannot, I hope, be open to any misunderstanding. In your para. 3, you evolve the assumption, and so state, that I consider a "chocolate with 28% fat to be a rela-

tively high fat coating" whereas, in my own article and particularly in its last para., I make it very definitely clear that, in my opinion, 29% of fat, even when lecithin is present, is already the lowest limit of safety for coatings, and that, at 28%, you have most certainly entered the danger-zone if the chocolate is to be used for covering centers high in moisture. Perhaps you can confirm my contention from your practical experience in the case of Maraschino Cherries at any rate!

There are other similar instances of misinterpretation of my words in your article, that are too blatant to allow me to remain unsuspicous of your intentions in providing them. Take, for example, my remarks about the old dipping-machines capable of utilizing high-viscosity chocolates, that you have twisted to imply that I would be favoring those drier coatings if modern coating-machines could handle them.

But why go on? It has always been profitless to flog a dead mule or nigger! Besides, it is neither an edifying spectacle nor in any way of further interest or amusement to readers of the M. C. when the persons taking part in a technical discussion that started seriously are finally reduced, owing to the protective claim of secrecy on one side, to the exchange of mere "personalities" instead of openly frank opinions on the subject in hand. So let us cease from further argument and call it a stale-mate—you "take the cash and let the credit go," as Omar once said, while the going is good, but remember that it will not be long before absence of the latter will make itself felt in a shortage of the former.

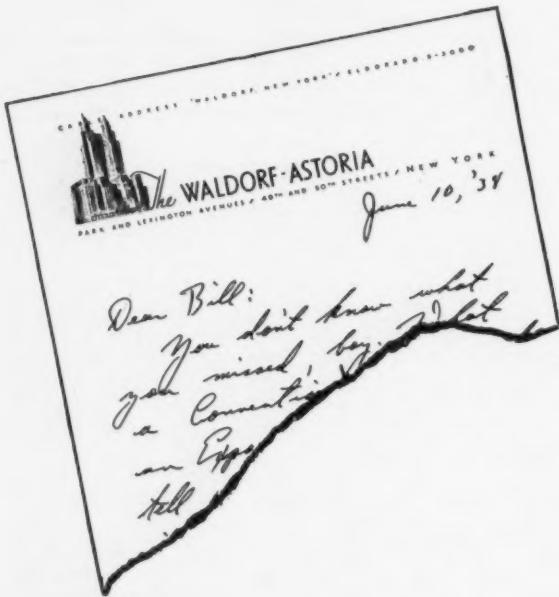
Yours truly,  
[Signed] R. WHYMPER.

May 30, 1938.

Caricature of Robert Whympur  
by the Famous Italian Artist  
Giuliani, in Genoa, Several  
Years Ago



# GENE VISITS EXPOSITION . . . HIS REPORT TO BILL—



Dear Bill:

You don't know what you missed, boy. What a Convention! And what an Exposition! I'll try to tell you something about it, and I am sending along photos of some of the exhibits so that you can see what you missed.

There was certainly plenty of color in the show, and incidentally, that color must have had its effect. I talked to a lot of the boys around the exhibits and the consensus of opinion seems to be that, even though the attendance was not as great as in better years, the quality of the attendance was much better. Lots of the fellows reported the best convention business in years.

When I walked into the Exposition the first thing that caught my eye was NULOMOLINE'S booth, with Frank Waters, Jimmy King and Gene Berrye waiting to greet me. The booth itself was so elaborate and colorful I can hardly describe it. The theme was Freshness, the kind you get by using Nulomoline and Convertit. On an attractive slanting turnstile there were giant pieces of candy, and they tell me that many questions have been asked about how they were made. Incidentally, one of these giant pieces was presented to Mayor La Guardia on the Convention stage just after his speech.

In the same room with Nulomoline were two other exceptional booths. On the left was the always attractive DU PONT CELLOPHANE exhibit. It was amazing to see how many different candy manufacturers are using Cellophane in some way or other to wrap their candy. The highlight of the exhibit, however, was a miniature stage operated by electricity, showing four store interiors. The first was the country store of the cracker box era, and the scenes brought you up to the modern super-market, showing the progress which has been made in the display of candy.

Across the way was the ROSS & ROWE booth, with Mr. Rowe and all the lads in attendance. This booth is really a beauty, featuring two new products as well as their well known regular line. The two new ones are "Miroset," which is a new fracture butter for coatings, and "Duroglo." This is a new cocoa butter which they have developed to prevent chocolate fat-bloom. In front of the center panel was a beautiful model, constructed to scale, of the Theme Center of the World's Fair.

The preview of this theme center tied-in beautifully with the preview of their two new products.

Then made a quick jump to the booth of AMERICAN MAIZE PRODUCTS, which was undoubtedly one of the most attractive ones here. As you can see from the photograph, there is a giant ear of corn in the center, with the back panel showing a beautiful photograph of a corn field. Dr. Hellwig tells me that the purpose of this booth was to tie-in with the agricultural question which is so dominant today, and to emphasize the remarkable progress which has been made in the development of many valuable products from corn.

The next fellow I ran into was John deRedon, who has been placed in charge of the newly created Cherry Department of JOHN MAGEE & COMPANY. As you probably know, this firm has been in the olive business for over 35 years, and they have just recently gone into cherries. They are concentrating on a quality cherry which has been thoroughly matured in syrup before packing, and I can vouch for their taste. I started to just eat one as a sample, and before I had finished, I had stuffed myself. They should really go places with these cherries, as Mr. deRedon has been in the cherry business for over 25 years and really knows his stuff when it comes to putting out a really fine product. Up until now they have refused to fill orders because he insisted that the cherries be thoroughly matured before any shipments be made.

## Picture Taken With Hula Girls

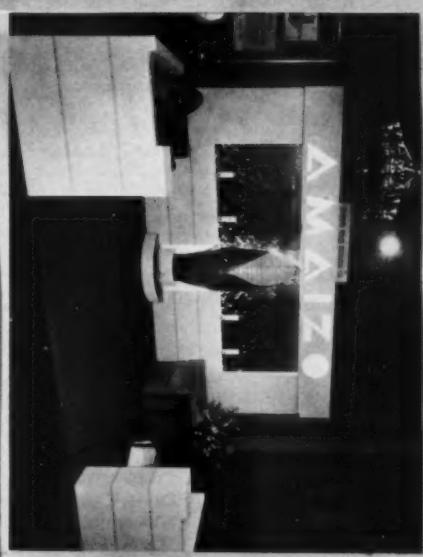
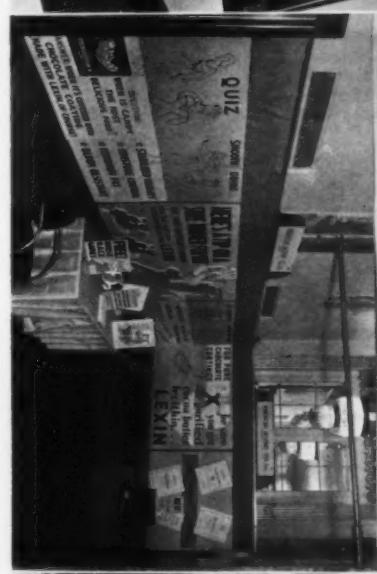
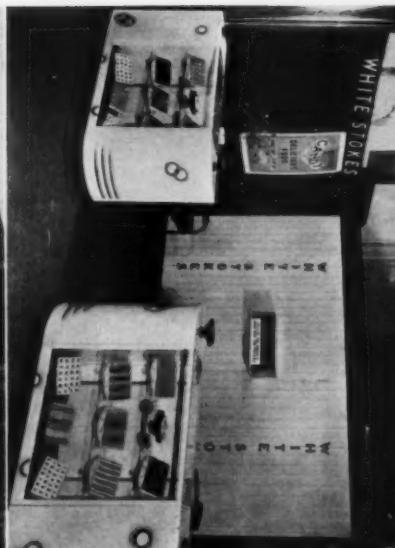
Down at the end of this room there was plenty of noise and fun. It was coming from the booth of the two BAKER divisions of GENERAL FOODS, Walter's chocolate and Franklin's coconut. Over on the left-hand side of this booth was one of those side-show baseball games where you try to knock over three figures to get a prize of a miniature Walter Baker Girl. As usual, their booth was filled with attractive girls in costume; some of them dressed in tropical togs and others dressed to represent the Walter Baker Girl. Over on the right was a little picture studio where you could have your picture taken with some of the girls. You should have seen my face in the one they snapped of me!

Dr. Rice was taking care of the NATIONAL SUGAR booth which emphasized the use of Invert and Liquid Sugars in candy. He told me that both of them are getting to be "the thing."

Speaking of sugar, you really should have seen the AMERICAN SUGAR display. Although the booth itself is a beauty, the center of interest, attracting large crowds, was the life-sized peacock, in brilliant colors, made from spun sugar. It is really an amazing thing, and I'll be darned if I can see how anyone ever had the patience to make it in such perfect detail. As a matter of fact, it has been such a drawing card that it won the cup for the best booth in the exposition.

Another unique booth was ANHEUSER BUSCH. The background of this booth was black trimmed in silver, and in the center was a built-in stage. Suspended in this stage by some invisible means was an enormous pink candy box, which opened automatically as soon as you walked into the booth. After diligent searching, I discovered the cleverly hidden mechanism, which consisted of a thin beam of light shining across the entrance to the booth onto a photo-electric cell. Every time you broke this beam of light, the mechanism was set in motion.

Speaking of big candy boxes, you should have seen the Symphony lines being displayed by the BOX CRAFT COMPANY of Lebanon, Pennsylvania, another firm which has recently made its first bid for the candy business. Their boxes are gorgeous things and I was impressed not only by their beauty, but by their sturdy construction. The Symphony idea comes from a single design being presented in several sizes and colors, and in various materials. I can just see one of these Symphonies stopping crowds as a window display. As a matter of fact, one of





them, used by Born of Paris, recently won the award for the most beautiful Mother's Day package displayed there. Jack Shott, who had charge of this booth, tells me that he has taken enough orders here to necessitate increased factory space. Incidentally, Jack knows his stuff when it comes to display value, as he used to be Press Agent for Ringling Brothers' Circus! Boy, if he brings his circus methods into promoting these boxes, they will probably have to build several new factories.

### **Meets Old Friend In Harry Friend**

It was certainly great to see HARRY FRIEND again, as I always enjoy talking to him about those wonderful Hand Roll machines of his. He had several signs around, and I was greatly impressed by one of them which said, "To Offer Anything but Hand Rolls Is Equivalent to Saying Our Creams Are Second Best." I asked Harry if this wasn't a bit strong, and he said that no manufacturer had taken exception to it. As a matter of fact, I suppose if they had, it would have been just what Harry wanted, for it would have given him a swell opportunity to tell them just how wonderful Hand Rolls are.

Just a few booths down, I ran into Claude Covert of VACUUM CANDY MACHINERY. He was displaying the Ben-Moore Tempering Kettle and a slick little model of the Ben-Moore Coating Machine. He also had some blown-up photographs of his famous Simplex Cream Fondant System on the booth's back panel. He was feeling pretty swell, as he had made a lot of good new contacts and a couple of sales. And, fellow, when you make just one sale on machinery like that, you've really sold something!

Just across from Vacuum was the booth which was talked about all over the show. Mr. J. W. Greer, of J. W. GREER COMPANY, was there with his two sons, Don and Fred, showing off their beautiful new Greer Coater. Honestly, that machine is a honey! In addition to the many improvements, too numerous to mention, they have made it the best looking piece of confectionery machinery I have ever seen. To show you what the candy manufacturers think of it, Don told me that the machine on display has already been sold.

You would have been amazed to see how the "Belturn" of ECONOMY EQUIPMENT COMPANY works. With this belt it is not necessary to have straight-line production, as you can make your pieces do a right-about-face by means of two right angles.

Another unusual machine I found was the Automatic Stapler being shown by PEERLESS AUTOMATIC STAPLER CO., of Los Angeles. Alfred R. Child, who is opening up an Eastern office for this firm, showed me how it worked. It will close almost any size candy bag with one, two, or three staples, and at the same time punch a hole so that the bag can be hung up on a display rack. As it is motor driven, the operation can be made extremely fast.

The Bausmans of NATIONAL EQUIPMENT were on hand with the famous Bausman Decorator. This is a remarkable machine which decorates with the coating that is on the piece as it comes from the enrober. In other words, it is used as an attachment to the enrober.

### **Dolls for the "Dolls"—Get It?**

I hope you are not getting tired of this rather long discourse, but I am determined to tell you about each and every booth. I just want to rub it in a little and really show you what you missed.

I know that you like dolls and toys, and you could certainly have seen some beauties here. Take, for instance, the gorgeous boudoir dolls that Cy Klugler is displaying for THE STERLING DOLL COMPANY. They are lovely things, and he has all sorts of types to tie-in with all of the holiday seasons.

Then there was the large display of stuffed dolls made by the ATLANTA PLAYTHINGS COMPANY, a Division of the RUSHTON COMPANY. I couldn't hope to describe all of the many different types of dolls they have on display, and their Eastern representative, H. M. Edelman, tells me that these on display here are just a small part of those you could see in their New York show rooms.

The Greenberg brothers of UNION STANDARD EQUIPMENT were on hand, as usual, and they report an awful lot of interest in their complete line of confectionery machinery. They have remodeled one of their buildings in New York and are making the entire building into one huge show-room. Many of the manufacturers who visited their booth were taken down to view the machinery there.

The BEN MONT boys, led by Messrs. Hulbert, Sargent and Lax, were out in strong force with their very complete and fast selling line of paper for candy packaging. Their booth was

decorated with colorful samples of paper prominently displayed on the back panel and in sample books on the table. It was rather difficult to crowd my way into their booth, as their colorful line of papers and the personalities of these fellows would naturally draw a crowd anywhere.

**SCHWARZ LABORATORIES**, the famous Consulting Chemists to the candy industry, were showing their Lipeometer, which is similar to a Hydrometer, but is used to accurately measure the oil content of many substances. Its particular application in our industry is the determination of cocoa butter in chocolate coating.

Just across from this booth Tom Cass, Jr., of ROBERT GAIR COMPANY, has a beautiful display of the many packages which they make for candy manufacturers. He was concentrating particularly on a new cardboard which is moisture resistant and grease resistant. I think he is bending over backwards in his use of the word "resistant" instead of "proof." According to the results of tests which have been made, this board is so close to being absolutely grease-proof that this claim could easily be made for it. As always, the theme of his presentation was the Gair Idea, which is: Merchandising the client's product, instead of merely selling cartons.

I am always fascinated by the flashing chromium containers which the KROMEX CORPORATION displays. This year they really had some beauties; a lot of new and unusual designs which should make swell re-use containers for candy. To make it more interesting, Mr. Asquith told me that he was not going to take any of the containers on display back to the factory with him. When the show broke up they were all given away. You should have seen the women clamoring around the booth! Yeah, I got one for the little woman, and for yours, too.

Speaking of giving away things, I'll bet that Conrad Speoehr of DRY MILK INSTITUTE got rid of more candy samples than almost anyone at the show. He and his assistants hardly missed a person who passed the booth, and let me tell you, it was plenty good candy. He wanted everyone to taste it, because it had all been made up with Dry Milk Solids. He had an attractive booth with signs emphasizing the main features of the solids—convenience, uniformity, adaptability, economy, controlled quality and reliability.

Next to Mr. Speoehr, MILPRINT, INCORPORATED, had an unusually attractive booth, and they tied in a swell idea with it. They had a public stenographer in constant attendance, and I saw a lot of the candy manufacturers taking advantage of this opportunity to dictate a few letters back to their offices. The background of the booth was black, with a replica of the front of an old colonial mansion in front of it. Across the top was the name of the company in large black letters, and the entire effect was very striking.

Across the way, J. M. LEHMANN COMPANY made use of a unique idea to put over their story without actually having to display their heavy machinery. A series of photographs were mounted behind glass on an attractive background and were lighted from behind. There were photographs of their Refiner and a series of five, showing first the unrefined mix; then the mix after the second roll, and so on to the mix after the fifth roll. This certainly made a graphic presentation of what their Refiners can do.

You will be interested in the photograph of the PENICK & FORD exhibit. You will notice how the ingredients are being poured, and down below the animated figures are going in and out. The entire idea is an animated portrayal of the transition of the kernel of corn into confections. (All those big words are not mine. I am giving them to you just as Mr. Kearney threw them at me.)

FISHER-PRICE & CO., INC., had a corner booth, which was filled with a display of all sorts of toys. Looking at it one had an irresistible urge to get right down on the floor and start playing.

H. KOHNSTAMM & CO. had a very tastefully decorated booth prominently featuring their greatest asset . . . the Kohnstamm trade mark which has been associated with fine flavors for so many years. There was plenty of comfortable furniture around the booth and it was usually filled with weary manufacturers who dropped in to rest and chat with all the Kohnstamm boys.

### Heart Boxes Aid Cupid

Of course one of the booths you would have been particularly interested in—you, with your soft heart—was that of A. KLEIN. I have never seen such a display of gorgeous heart boxes. They always display a lot of beautiful packages, but this year Mr. Ehrenfeld outdid himself. As you know, they specialize in making fine quality heart boxes. I saw a lot of candy manufacturers there, preparing for next Valentine's.

Over next to Sterling Doll, A. E. Kyburg of FIBRE PRODUCTS was showing his complete line of sample and display cases. I had no idea that anything so prosaic as a sample case could be so elaborate. Some of them had some very ingenious gadgets on them and in them, making it a simple matter for the salesman to merely unsnap a lock and immediately display his entire line to the buyer.

Getting back to the re-use containers, there were several firms concentrating on mirror gift boxes. For instance, THE THOMPSON ART MIRROR COMPANY was displaying a beautiful line and reported that a lot of orders have been taken.

Another one in this group was MAX RUBIN & SON. Jacob Rubin was particularly proud of their newest creation, which is the decoration of the outside of the mirrors, giving the effect of lace. They really look as though a piece of fine lace had been inserted beneath the glass.

Of course you are familiar with the mirror box line of MARCELL, INC., and you would have been very interested in the many new designs they were showing.

Sharing the booth with Marcell was the MERCHANTS BOX COMPANY. They were showing a complete line of wooden re-use containers in the form of very attractive cabinets of unique design.

Similarly, the PILLIOD CABINET COMPANY had a large attractive booth displaying many new designs of miniature chests and cabinets. Some were silk lined with mirrors on the inside of the top; others had little drawers, some had little padlocks, and they were all made of a great variety of wood.

### Guesses, But Misses a Mile

The booth of WHITE STOKES was attracting an awful lot of attention with a huge caramel over which was a sign reading "Guess the Weight and Win a Prize," which, incidentally, was \$15.00. Mrs. Stokes tells me that guesses have ranged from forty-five pounds to five hundred and fifty pounds. I guessed, but missed by a mile. Mrs. Stokes later slipped me a little confidential information and said that it actually weighs 163 pounds. The prize is going to C. G. Linker, of New York City, who guessed 162½ pounds. The caramel was made by their Service man on the regular formula which they send out to the trade.

The very attractive booth of CHARLES PFIZER & CO. emphasized their regular specialties, Citric and Tartaric Acid. You know, this firm has been in business for 89 years, and has concentrated on giving the candy manufacturer products of absolute purity. They were showing, in addition, five new chemicals. The one you will be most interested in is Ascorbic Acid, which is their new synthetic Vitamin C.

THE PHILIPPINE DESICCATED COCONUT CO. had an unusual exhibit featuring a model of the World's Fair Perisphere and Trylon made out of coconut. The back panel carried a lot of interesting photographs, mostly tropical scenes. They were also showing the new wooden case in which their coconut is shipped. It is sealed by metal straps instead of nails, eliminating the chance of nails or wood splinters falling into the coconut.

You should have seen me watching the Pop Wrapping Machine (Model LP-2) in operation. The darned thing looks almost human in its action and is certainly fascinating to watch. Incidentally, it does a swell job of wrapping pops in a hurry. As you know, this is one of PACKAGE MACHINERY'S new jobs and they kept a crowd watching it and also their Model FA-2-Q.

Anthony Sunday of RAPID CUTTING COMPANY was certainly a happy man. He told me that practically every candy manufacturer who stopped at his booth placed at least a sample order with him. You should have seen the display he had. It included just about every type of candy package you could possibly imagine, and also a complete line of box findings, such as padding, dividers, partitions, etc.

Along these same lines, you would have been amazed at the line of fancy candy boxes shown by Otto Schwarz of the HOLLAND-AMERICAN IMPORT COMPANY. These boxes are all made of metal in Holland, and believe me, they have done things with metal that I have never seen in this country. Mr. Schwarz has been importing these items for the past several months and he reports that in that short time they have proven a great success.

I had a swell time watching the Transwrap Packaging Machine of STOKES & SMITH COMPANY in operation. It takes transparent wrapping material and makes filled and sealed bags for small candies, individual pieces, etc. It really does a wonderful job and it is another of those machines which look

(Turn to Page 34, Please)



## EDITORIAL

### Taste Appeal in Candy Packages

IT PROBABLY came as a surprise to some of us at the N. C. A. Convention to learn that yellow as applied to candy wrappers or boxes is not nearly as obnoxious as it might at first appear to be. The same holds for green. That popular misconception so fondly held in the Confectionery Industry was rather neatly exploded at the convention by Miss Lane Marohn, we thought. Certainly her argument that women are no longer inhibited in their dress colors by the same taboos that hampered Grandma, and that even men are gradually being thawed away from the conventional blues for everything but the parlor furniture, was convincing enough evidence that even the candy box and bar of the future may employ a few additional colors for the purpose of—not protection, eye appeal, production economy, etc., but TASTE APPEAL. However, you can read all about that in Miss Marohn's article which appears in this issue.

What we started out to say, however, is this: Trends in marketing of foods (including confections) are in the direction of less vocal effort on the part of the seller, and more in the direction of making goods speak for themselves. And when we say "speak," we do not necessarily mean "shout." Yet, from packages and wrappers we have seen, many candy manufacturers still have their merchandise either in the mute class or in the shouting class. Only occasionally does one meet the package with the dulcet, seductive, tantalizing appeal to the eye, to the taste and to the esthetic sense which is inherent, though perhaps dormant, in most of us. Candy wrapper and package design still has a long way to come in comparison with the progress along these lines made in some other industries.

And for heaven's sakes, let's give the gals an opportunity in this department of our production work. Woman is inherently more sensitive to esthetic values, color combinations or cliches, appeals to the senses of taste, eye, etc., and therefore, far more dependable in her choice of what is good or bad in packaging. She is not deterred from choosing what appeals to her by the same inhibitions and conventions which have, for instance, made the American male stick to stiff-bosom, stiff-collar dress clothes or suits of blue, grey or brown, uncomfortable underclothing, etc. The largest buyer of candy in America is, we believe, still the American woman. And if not the buyer, she is the recipient of the

purchased article in a large percentage of cases. She may have a real contribution to make to candy package design and color.

### Co-operation at Its Best

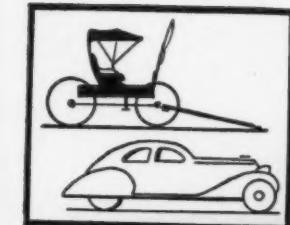
WE BELIEVE the Confectionery Industry is showing other industries (the entire nation, in fact) a lesson in co-operation which, if more generally practiced in industries and between industries, could easily be the stepping-stone by which the country as a whole could be led out of its present economic dilemma. The enthusiasm for the Merchandising-Advertising Campaign, indicated by the capacity crowd which attended and sat through the entire N. C. A. Convention session devoted to it, shows conclusively that this Industry, for one, is not going to sit down with hands in the lap and wait patiently for outside help to accomplish what wholehearted co-operation of its own members can accomplish. There is something fine, something eminently patriotic, something definitely American in the spiritual background out of which came the idea for, and the inauguration of, the Merchandising-Advertising Campaign, and every member of the Industry should be proud to be active in it.

True, there are still those who cannot (or will not) see the purpose or benefits from such co-operative action. They neither participate in its activities nor lend moral or financial support to the program. Yet when the benefits accrue, as they are bound to, these persons will be the first to grab. To paraphrase a biblical text, "The chiseler we have always with us," and of course, the fellow who sits on the sidelines and jeers.

The Industry as a whole owes a vote of thanks to the N. C. A. Committee heading the campaign activities. Also, to those raw material and supply firms who are giving of their personnel, their ideas, and their money so that the work may go along smoothly and effectively. Also, to the wholesale trade through whose efforts the slogan is being circulated to the retail trade. After all, it is the retail trade which contacts the public, and upon the public's reaction to the campaign depends its eventual success or failure.

What the campaign has accomplished to date has been told many times in the Industry's trade press. What it will accomplish in the future depends entirely upon the degree of participation it receives from those already in it, but especially from those who have not yet "seen the light." May they do so soon.

**CANDY IS DELICIOUS FOOD**  
**ENJOY SOME EVERY DAY!**



## You can't sell buggies in a streamline age!



### We sell the newest thing for Bulk Candies— Pectin—These new bulk goods mean profits

Sure, times are better. People are buying. Happy days are here again. But—are you getting your share of the new dollars that are rolling—specifically—in your Jelly Goods line? Some of the boys are—with Pectin—and here's why:

If you want to profit *now*, dress up your line with *new merchandise*. People aren't interested in buying the same old stuff they've had ever since the Spanish War. That's why there are new model automobiles every year—why the railroads run streamline trains.

Pectin goods are *new*. Clear, sparkling, colorful—they have new eye-appeal. Tender, tangy, delightfully zestful to eat. They give a new taste thrill. They're the kind 1937 quality buyers like and will pay for.

And best news of all—they keep your costs down. Exchange Citrus Pectin, world's best for confectioners, is selling today at lower prices. It's easy to handle, sets quickly. You get a day's run out in a day. Requires no drying room. Longer shelf-life, too.

Send for *free sample*. Don't take our word for it. Prove it for yourself. Use coupon—today!



CALIFORNIA FRUIT GROWERS EXCHANGE  
Products Department, Sec. 206, Ontario, California

We accept your offer to send us a generous sample of Exchange Citrus Pectin and formulas, together with complete instruction manual.

Company \_\_\_\_\_

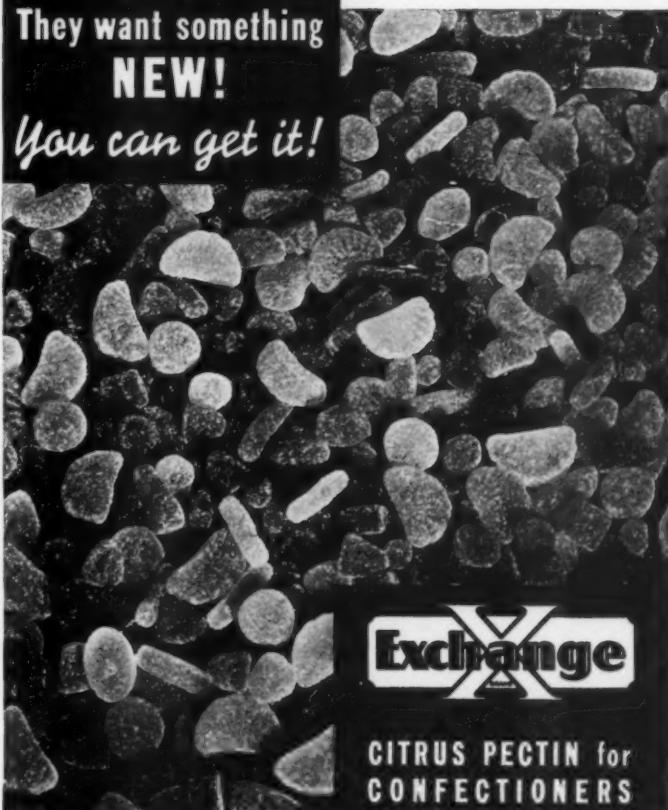
Street \_\_\_\_\_

City \_\_\_\_\_

Mark for attention of \_\_\_\_\_

Copyright, 1938, California Fruit Growers Exchange, Products Department

*Today...  
They want something  
NEW!  
You can get it!*



# Exchange

CITRUS PECTIN for  
CONFECTIONERS

PRODUCTS DEPARTMENT  
**CALIFORNIA FRUIT GROWERS EXCHANGE**  
169 W. Madison St., Chicago, Ill.      Ontario, California      99 Hudson St., New York, N.Y.

# ENTHUSIASTIC GREETING FOR A.R.C. CANDY STYLE SHOW

A GREAT deal of enthusiasm greeted the First National Candy Style Show held in the ballroom of the Bellevue Stratford Hotel in Philadelphia, June 6. Many of the members of the Associated Retail Confectioners brought samples of their outstanding candies. These were on floats and after the guests had assembled each float was brought in by a very attractive girl, who wheeled the display across the stage. Each display represented some type of candy most popular with the retail manufacturer.

The float of E. J. Schleicher Paper Box Company led the review with its colorful display of boxes.

W. Wieda of Paterson, New Jersey, displayed "Marmalades," Mexican Kisses, Magic Taffy and Molasses Kisses, together with Grandmother's Taffy. These are good summer numbers. W. W. Kolb of Newark, New Jersey, had as their theme "New Year's Eve—1938." The babes bringing in the year were chocolate kewpie dolls with bright shining pennies on their tummies. Mrs. Snyder of Chicago had "Snow White and the Seven Dwarfs." The outstanding number on her float was a basket of Pandas, hovering over which was a stuffed Giant Panda. Other numbers on her table were Chocolate Almonettes, Mrs. Snyder's Diminutives, Almond Supremes, Chocolate Cigars and a new butterscotch piece. The little bride and groom were hovering near.

Mr. Fitzhugh of the Margaret Penn Candies of Philadelphia displayed decorated eggs and a chocolate basket containing bon bons and eggs. This company is especially noted for their quality butter creams. Saylor's of Alameda, California, had a float of candies for summer. Mr. G. Hooper brought some of their Coffee-ets and Nougats.

Mrs. Stevens of Chicago had a float of summer candies attractively displayed in one-pound and two and one-half-pound boxes. Putnam's of Cleveland had taffys and creams particularly adapted to the summer trade. Mr. M. D. Mees of that company attended the sessions. Herbert Candies of Worcester, Mass., displayed novelties, including gum and

similar items. Jane Logan Candies of Plainfield, New Jersey—Mrs. Edith C. Ault had suggestion for Bon Voyage packages, including ship boxes containing chocolates and bon bons.

Mary Lincoln Candies, Inc., of Buffalo, New York—Mr. Kuntz had summer packages. Asher's of Philadelphia also had a very attractive assortment of summer candies, including bon bons, for which they are famous. They displayed the candies in transparent top boxes. Dimling's of Pittsburgh had their famous "Fawther's Day" assortment. Fred Wolferman of Kansas City had a float with their candies. Miss Ruth Meinsen brought their Playbox, special gift package for Christmas. Belle Harris Candies of Cleveland, Ohio, had a candy corsage and chocolates; also the loaf sugar with butterflies. Misses Belle and Cheerful Harris attended the convention.

Mavrakos of St. Louis had Sweetheart Creams and Kool Candies. Mr. and Mrs. Mavrakos both were in attendance at all the sessions.

The idea of the Candy Style Show will be carried on in other conventions, as everyone was very much pleased with the displays. The convention next year will be held in St. Louis the week preceding the National Confectioners Association Convention.

Officers of last year were re-elected by the Association. They include:

Chester A. Asher Jr. of Asher's, Philadelphia, president; M. D. Meiss, Putnam's, Inc., Cincinnati, Ohio, first vice-president; Elmer G. Wieda, Wieda's, Inc., Paterson, N. J., second vice-president.

Executive Committee: Herbert R. Dimling, Dimling's Candy Shops, Pittsburgh, Pa.; George LeSavage, Frank G. Shattuck Company, New York City; M. L. McGuckin, The Maramor, Columbus, Ohio; George Hope Jr., George Hope's Confectionery, Fond du Lac, Wis.; John Mavrakos, Mavrakos Candy Company, St. Louis, Mo., and J. O. Edy, J. O. Edy Candy Co., Oakland, Cal.

## GENE TO BILL—

(Continued from Page 31)

practically human in operation. The display of candies in these transparent packages made this booth a very colorful one.

### Writes Trick Card to Bill

F. L. Triggs and O. H. Wilts were shaking hands with a lot of their friends in the booth of RIEGEL PAPER CORPORATION. The background was a panel display with built-in show cases filled with the many candies wrapped in their paper products, particularly the caramels of several different manufacturers wrapped in their transparent paper known as Diafane. A sign informed us that they have one of the widest varieties of candy packaging papers available from any one mill. Of great interest to most of us was the card they were furnishing to write home. It was fixed up so that all you had to do was check the proper places and you could tell all. After filling out the card you just dropped it in a box and Riegel took care of mailing it for you. You probably have the one I sent you.

At the booth of ST. REGIS PAPER COMPANY I ran into two fellows who are familiar figures around candy conventions: R. H. Procter and L. G. Hill. They had an unusual display of their Multi-Wall Paper Bags for sugar. By means of a miniature movie they brought out the many points of convenience and sanitation of their bags. They report that many candy manufacturers are now specifying that their sugar be delivered in these bags.

SAVAGE BROTHERS created a lot of interest in their

Sisco patent Nut Roll Machine, which was in actual operation. It is fascinating to watch the nuts or coconut on the reversing belts, which gives the effect of rapids in a swift mountain stream. Bob Savage, M. J. Linden and Alex Hart were on deck to explain this fascinating procedure to the crowd clustered about the machine.

Lawrence Ley, Eastern Representative of the S. K. SMITH COMPANY, was holding down their exhibit which showed an unusual line of re-use containers in the form of embossed leatherette packages. They do the most attractive work of this sort I have ever seen, and I noticed that there were usually a lot of people in the booth admiring their work.

As usual, the SCHLEICHER PAPER BOX COMPANY had an extremely colorful display of paper candy boxes. There seemed to be every kind imaginable, covering all of the holiday seasons, plus many beautiful gift boxes. All of the Schleicher boys were there and I could see that they were kept busy greeting all of their many friends in the candy business.

I had a lot of fun in the SEAL, INC. booth, sealing up transparent candy bags. They coat the bag material with Thermium. All you have to do to seal the bag is apply heat with one of their irons, which come in many sizes. This is a dry seal and it is not necessary to apply any sort of glue or to moisten the material.

Just across, the CHANDLER SALES AND SERVICE CO. had a display of two manufacturers. They are Eastern agents, you know, for THE NATIONAL BUNDLE TYER CO. and the HEAT-SEAL-IT CO. They were showing the Saxmayer Tying Machine of the former company, which makes about

(Turn to Page 51, Please)

# CONVENTION HEADLINERS IN MINIATURE

Abstracts of Major Addresses, in Addition to Those on Preceding Pages. Complete Talks in Future Issues.

## Training Foremen for Industrial Relations

By GLENN L. GARDINER

Forstmann Woolen Company  
Passaic, New Jersey

UNLESS we can properly train or condition or educate our foremen to an intelligent ability to translate our policies into action, we will never have satisfactory labor relations.

The foreman, in addition to his technical productive operations, has three major responsibilities:

First, he has the responsibility as an industrial relations man; secondly, he has definite responsibilities as a community relations man, and third, I think he has definite opportunities and responsibilities in interpreting business facts to the rank and file and in that order I would like to speak of those three things briefly.

In large companies the error has been made that we have delegated this labor relations function to a personnel manager and expected by that gesture to have taken care of

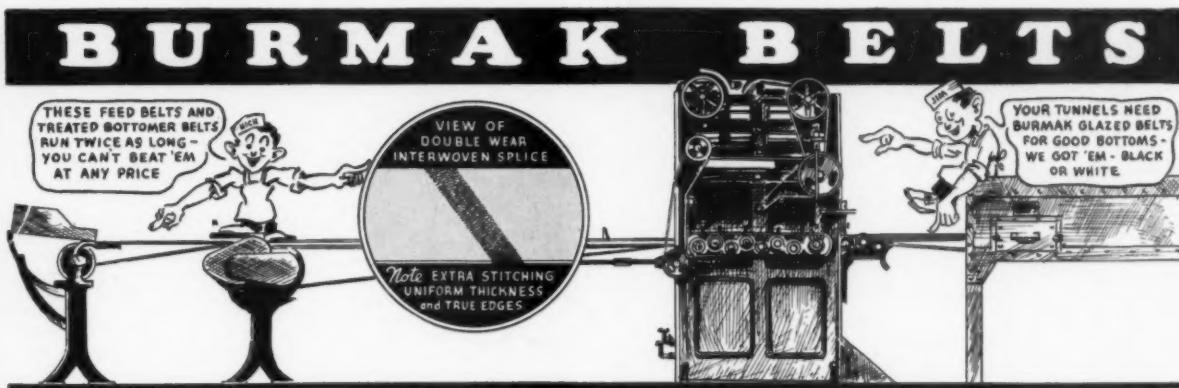
that sector of our managerial problem. We realize now that day by day we are being committed, as managements, by the actions of our foremen, who are at the cutting edge of this labor relations tool. So the first thing we must definitely do is develop a personnel-minded attitude in our foremen.

No foreman gets personnel-minded or labor relations minded until his boss does. I don't know of any group of people in industry who take their cue from the man above as do our foremen. The foreman who sees that his plant manager is indifferent to this question, puts it in second place all the time, will put it in second place himself, and certainly in this matter of labor relations a business becomes the lengthened shadow of a man.

The foreman becomes the formulator of our actual labor relations and we cannot possibly delegate the function that he performs to anyone else. Our foreman must be a positive industrial relations asset, not just a trouble-dodger. He must be building better relations because the fact that he hasn't had any row or any grievances that have gone all the way to the top is not necessarily an indication that all is sweet and rosy.

We may search our files, we may have our ear to the office door up front and not hear the complaints, many times, because the complaints that arise in the ranks seem too trivial by themselves and individually to warrant making a big fuss about, but the accumulation of these things, if not taken care of, begins to grow into proportions away out of comparison with their actual importance.

So, the foreman is the man who must build better and better relationships, and he will only build that sort of relationship if he gets the inspiration to do so from executives above, and that



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**JIM:** THE BURRELL BELTING COMPANY.

**NICK:** You are Absolutely Correct! Their belts give longer service. They not only carry a complete line of belts for standard equipment, but they will make belts for any special equipment. Candy belts are their specialty.

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is where you men come in. He is in position to anticipate grievances and do something about them before they grow. It is the building up and incubation of these little things which of and by themselves individually seem unimportant, that over a period of time develop a good or a bad relationship between management and men. The foreman must be depended upon and know how to deal with these grievances intelligently and at the right time.

We must depend in a great degree, in our community relations, upon the kind of deal the man gets on his job, because while many of us sell our products in a nation-wide market, our important public relations are largely in the community in which we operate. There are many reasons why we should cherish and covet a good community reputation, and the foremen of the organization are those who can do a very, very great deal in that respect.

Third, consider the foreman as an interpreter of business facts. There is a considerable unanimity of opinion that we, as business men, have fallen down in getting across our story as to our business problems, our business policies, and some of the adverse treatment that we think we have had in the way of legislation has largely been based upon the fact that men went into office who were the products of a public opinion, of a voters' opinion, who thought that business was making excessive profits, that business was not giving workers a square deal, that business was evading taxation, that business was the "bad boy."

There are a great many economic theories which are being foisted upon the public today that we know, from inside knowledge of how business operates when you get inside and wrestle with its problems, sound well from a platform, sound good over the radio, sound well in newspapers and very good from politicians' platforms, but which in actual practice may be ruinous or entirely unworkable.

Never have we had a greater currency of cock-eyed economics than we have today in America—theories that you can wipe out unemployment by automatically cutting the work week down and paying the same wage for the short week that you paid formerly for the longer week; a total lack of appreciation of what that does to production cost, decreased volume in sales that results and resultant decrease in volume of employment.

So we have somehow to get across to our supervisory organization a better understanding of some of the simple fundamentals of business economics in order that those men may stand not on a soap box and make speeches about it, but in their daily

relationships they will be able to spike the cockeyed theory as it comes up here and there in a perfectly normal sort of way in order that they may direct their own energies more intelligently because they are basing them upon their convictions rather than upon their emotions.

If the foreman is to function as an industrial relations man, as a community relations man and as a common-sense interpreter of some of our business facts to our rank and file workers, we have got to do something to equip him to perform those important functions.

How are we going to do that? Many of our companies may not be large enough to have a sufficient group of foremen that we feel we can undertake any so-called formal foreman training program with group discussions and that sort of thing. I don't intend to try to outline to you men the specific method of training for your foremen; I think it is so much more important that we all get burned up with an intense realization that we've got to train these foremen and get them informed by whatever common-sense method is available to them.

One of the most difficult problems is to transform the old-timer who is very valuable to us, because of the knowledge he has of the technical aspects of his job, to transform him into a human relations minded sort of supervisor. The old-timer must be transformed or transferred. We simply cannot afford to jeopardize our labor relations in any of our plants by leaving in that critical position a man who may do the wrong thing every time he turns his hand in dealing with human beings.

Then we have the problem of training the younger foreman. We've got to be sure that the younger foreman whom we are bringing along is capable of interpreting these human relations problems. We also have another group of people we do not always think of—the fellow who is not a foreman but he is a sub-foreman, a straw boss, a gang leader, a working foreman, who also has got to have this new point of view developed because he often creates an atmosphere about him, among workers, which sooner or later crystallizes opinion among workers as to what kind of a company they are working for.

In order to develop foremen and get across to them the policies we want them to understand, the methods we want them to pursue, the kind of treatment we want them to give, we've got to set up some sort of a definite, systematic program of getting these ideas across so that we know what ground is to be covered and we know when we have covered it, and then, after we have

covered it, we have to cover it again and again and again, because there is a tendency to backslide.

Each of you, in his own way, can set up the mechanism, the method, for making certain that in your organization you have no foreman who has not either been transformed or transferred to a position where he has not the supervisory responsibility. That calls for participation in this program of all line executives, all the way up. You can't expect your foremen to go out and represent you as lily white when your linen would not look good on the line.

You have got to set up policies at the top. You have got to live those policies at the top and be sincere about them, or your foreman will be the quickest one to recognize that you are expected to howl with the wolves and run with the sheep.

Your methods of interpreting management policies to the worker may vary to some degree as between an open shop and a closed shop. The foreman has to perform an important function in this respect and he can perform that function no more effectively than you men at the top make it possible for him, because water does not rise above the level from which it flows, and no supervisory group is going to be a bit better than you make it possible for them to be.

## Co-Operative Markets Challenge Candy Industry

By C. E. BIRGFELD

Asst. Chief, Foodstuffs Division  
U. S. Bureau of Foreign & Domestic Commerce

THE settlement of our great Western Empire, the exploitation of its possibilities and development of them, and the growth of industries throughout what had once been the frontier settlement of our American civilization have created an entirely new economic scheme in which, quite naturally, there is lacking the impetus to economic development which existed in the formulative years of this country. The covered wagon days are gone, agriculture and industry are forced to gear their activities to this change, new economic problems have arisen with this more complete development of our country.

The 1937 report on Confectionery Production and Distribution shows that again this last year, as in 1936, your tonnage tended to level off at about 2,000,000 lbs. These figures seem to indicate that for the Confectionery Industry as well as for the nation, the "covered wagon days" are gone forever.

The probable effects on your sales and marketing problems and on your profits, of the leveling-off in candy tonnage and the coincidental prosperity of your raw materials industries and the country in general I pointed out to you last year, and I think you will agree that at least some of them were felt during the intervening time. Indeed, prosperity was a mixed blessing to you in 1937. Some of your raw materials cost you more to buy, wages tended upward, averaging 46 cents per hour in 1937 as compared with 42 cents in 1936, according to the Bureau of Labor Statistics, and you were far from free of another phenomenon of a certain stage in the upswing of the business cycle, the industrial strike. There were 32 strikes in this industry in 1937, involving more than 8,000 workers and resulting in a loss of 84,000 man days—more than you experienced in any other year in your history.

The Candy Industry must give increased attention to such things as entrepreneur-employee relations, manufacturer-jobber relations, consumer education and development of consumer goodwill, scientific analysis of your marketing structure, and the elimination of any weak links in the chain which carries your product from factory to consumer. You have already through your association made lengthy strides toward solving these problems. Officers of your association are constantly meeting with the wholesalers. You have established an educational bureau for better consumer relations. Your very efficient committee keeps close watch on the tax and legislative situation. In marketing statistics you occupy the position of one of the first and



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# FOOD COLORS



are recognized as one of the few food manufacturing industries to recognize the importance of sales and distribution statistics.

One of the leaders in your industry wrote me, asking me to point out the need for statistics on sales by types of products and by marketing areas. This was tried six or seven years ago without success. You are probably thinking to yourselves that not a sufficient number of manufacturers could furnish such figures or would not furnish them even if they could. The number of those who responded last year to a proposal by my department to publish tonnage sales, instead of dollar sales as in the past, was very small indeed. Nevertheless, the reports were begun in May, 1937, and have been published showing tonnage figures and data on the average value per pound, based on sales by individual manufacturers. These reports will not have reached their maximum value until the report for May 1938 is in, since that will be the first month for which a comparable figure with last year is available. I venture to say you will be as reluctant to abandon this procedure as you have on occasion in the past been reluctant to abandon the monthly sales reports and survey on production and distribution. So, even if you do not see the value of the reports at the present time, experience seems to indicate that statistics on sales by types and by marketing areas could be inaugurated, but frankly, I believe this work should be undertaken by your own association.

If the 1937 Confectionery Survey shows anything, it shows that candy has a "new frontier" in the problem of cooperative market development and presents a challenge to the Confectionery Industry to solve its common problems through common action.

Detroit Sweetest Day Committee met at the Book-Cadillac hotel, Detroit, on May 27, to plan activities for the day which will be held in Fall. The next meeting will be held August 24, at which time definite plans for the day will be set. The program and plans for this year are more extensive than last year, according to Dave Trager, who attended the meeting as chairman of the board of directors of the Wolverine Candy Club.



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## Selling in the 1938 Market

By **FREDERICK B. HEITKAMP**

General Sales Manager  
American Type Founders Sales Corp.

I HAVE just completed a swing around the United States. During the past three months I have been out working in the field with my men and have an intimate picture of conditions as they exist in our industry, and our industry reflects your industry and your industry reflects general business.

So I am talking to you this afternoon as one who is interested in selling a market, and whether that selling may be candy or it may be the products which we manufacture (which are printing presses and type and supplies for printers), I have finally come to the conclusion that there are a good many common things we can discuss together.

The 1938 market has been and is selling on a falling curve. It shows a definite weakness in prices. It shows an increase in unethical practices and a tendency toward what I might term panicky selling methods. It shows, too, on the part of you men, as management, a failure to recognize facts, and I will put myself in the same category—and a failure to act on facts when they are recognized.

What will it be, this market of 1938, for the rest of the year? My own opinion is that it is going to be pretty hard sledding, and I am not fooling myself one bit, as sales manager of our organization, into thinking anything different. I think that it is going to be poor through the summer and I say we must admit these conditions and face them, but let's know, too, that there is a hope for a flattening out of the curve.

Whether you like this Government spending or not, whether you agree with Mr. Roosevelt or not, it is my firm belief that the spending program is going to throw money into circulation which is going to stimulate business. I think that the coming of elections in the Fall will stimulate business, and I think that the Fall activity, seasonally, will stimulate business. I hope to be able to suggest to you something definite to do about selling in this 1938 market. In the first place, I want to just throw out this suggestion: Don't let us be waiting for 1929 to come back. It's never going to come back. I don't mean by that that we won't reach a volume of sales that 1929 reached. I find so many men in management who are waiting until they have a better market, until they have a better chance, until this, that or the other thing is eliminated, before they really take off their coats and go to work. Those companies that are making a success today are doing the job better.

In our own company we are not taking it on the chin. We

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have found some new things which our printers can use even in a time of depression and I have just completed the introduction to my sales organization of one of these new products and have personally gone out and sold it, get this: I have personally gone out and sold it to the trade with my salesmen, and I can now sell that new product as well, I am sure, as any one of my salesmen.

Can you sell your products as well as any of your salesmen? I can't on all my products, but I can on this, and I wish I could on all. You are selling through salesmen. You are selling yourselves. You've got to give your man a salable product if you expect them to get the business for you. You've got to give him a product that has value and appeal. You've got to back him up with the necessary implements to do the job and help him sell. You've got to have a product which, I say, is above the average. Have you got it?

The closer we stick to the fundamentals of selling that have been tested out—the plain, every-day, common problems of selling—the better selling job we are going to do.

Whether we are talking of distributors or dealer selling or salesmen on commission, your men must create orders and not take them. How are you equipping your men to do this job of creating orders? Are you giving your men an intimate knowledge of some of the management problems, certain key men of your organization or even the men down the line. How much training in selling practice have you given them? There are selling tools that are needed to give proper information on the subject.

Are you properly displaying your products with sample cases, literature or whatever it may be? Are you using visual display? You have a chance for a visual display of your products. You have a product you can even let people test and eat. You have a chance for merchandising. You can show the actual value to your customer.

Give your salesmen selling facts on turnover in your company, on the profit in the line they are selling. Let your salesman know when he sells that package of goods that it means more to the company to sell that line than this line. See to it that he is remunerated, in his selling, with better compensation on the more profitable lines.

Have you ever thought about working out a little sales digest for your men—helps, hints and suggestions on how to sell, how to locate the prospect, what to tell him and how to tell him when he finds him? Stories of how other men in your company are putting the product over?

One of the best things I get out of these trips in the field are the chances I have to ride with my salesmen between calls as we call on the customers, and get from them the ideas as to how they are selling. Is there anyone in your company who is digging out from these successful commission men or salesmen that you have in the field the ideas that they have, and making those ideas available to the other salesmen in your organization? Are you doing that?

Have you an easily understood price list for these men or a quickly referred to catalog or sample case? Then do you go out and show these men how to use them? Even the finest selling tools will not, frequently, be of the value that they are worked up to be if your men are not shown how to use them, and I want to emphasize in selling the 1938 market, the need of getting out and showing your men what to do. My own experience in the past five months has shown me the value of the executives of a company getting out into the field and doing a job. It is the only way to get a picture.

How are you encouraging your men? How are you trying to get the greatest amount of effort and sales push from those men? Are you driving them? Are you giving them contests? Are you scolding them? A salesman needs to cry on someone's shoulder and I give him the chance to cry on mine. Those men are just as anxious to make the sales commission as you are to have them sell, but what they need from you is encouragement, sympathy, understanding and cooperation, and I don't think that, as management, we are giving enough of it to our sales organization.

How are you checking up with other industries as to what they are doing in selling? Are you being ingrown? I say to you in this industry, do you have an interchange of ideas? Do you go outside of your industry and find out how they are selling in other industries? Maybe your whole method of distribution can be changed. Maybe the long-standing practices and customs of many years can be changed. Take a look at it and find out.

So, what about this market of ours? I say, let's admit the difficulties but do something about it. Let's seek out the active centers in your market, the active buyers in that market. Stimulate with new packages; stick to selling fundamentals. Equip your men with the proper selling tools. Lead your men. Go out into the field with them. Command them and encourage them. It is not easy to find a way, but if we have the spirit that we are going out to try to make a way, that we are going

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to try to do a little bit better job, I think in the long run we will have accomplished more than we would have done without a definite plan and objective.

## CONFECTIONERS' BRIEFS

George E. Clarke died suddenly recently. Since 1910 he had been associated with the sales staff of the New England Confectionery Co., Cambridge, Mass.

\* \* \*

Rockwood & Co., Brooklyn, N. Y., has announced A. O. Cotts as production chief. He has been assistant superintendent for the past five years.

\* \* \*

Ernest D. Fieux recently became associated with the Hershey Chocolate Corporation, Hershey, Pa. He was formerly in charge of production and president of Runkel Bros., New York.

\* \* \*

The Burbee Candy Co., Walla Walla, Wash., is out of business, it is reported.

\* \* \*

Fairbrook is a trade name adopted by the Associated Merchandising Corporation for candies packed for their stores in various states.

\* \* \*

G. Poverud has left the Walter Baker Co., Dorchester, Mass., where he was production manager. E. E. Kempf has succeeded him.

\* \* \*

Michigan Wholesale Confectionery Association has been formed, with L. Gideon, Barentsen Candy Co., Benton Harbor, as president; Charles Horn, Chas. Horn, Inc., Lansing, vice president; D. L. Goodrich, Goodrich Candy Co., Kalamazoo, treasurer; A. Voydanoff, Oakland Sweets Co., Pontiac, secretary; and Dave Trager, Detroit, executive secretary. Included on the board of directors are the following: L. Gideon; D. L. Goodrich; N. C. Lyon, N. C. Lyon Co., Jackson; Chas. Horn; Marcus Brooks, A. E. Brooks & Co., Grand Rapids; Chas. Kipplinger, Chas. Kipplinger Co., Saginaw; A. Voydanoff; Mr. Sexton, Murray Co., Mt. Pleasant; and J. Bianco, B. & G. Candy Co., Detroit.

\* \* \*

E. M. Johnson has left the Burke Products Co., Chicago, where he was employed in a consulting capacity.

\* \* \*

Salesmen of the D. G. Penfield Co., wholesale grocery house of Danbury, Conn., were honored for their record-breaking sales of candy in the first quarter of 1938 by a luncheon given by the Independent Grocers Alliance on June 11 at the Green Hotel, Danbury.

\* \* \*

Mr. and Mrs. Robert J. Kenny announced the birth of a 5½ lb. baby daughter, born at Fitch's Sanitarium, New York, June 6. Mr. Kenny is New York bulk sales representative for Walter Baker & Co.

\* \* \*

A brochure of plans for promoting "Sweetest Day" activities has been issued by the Associated Retail Confectioners of the U. S. Sweetest Day will be held this year on October 22, and the brochure indicates ways in which confectionery retailers in all parts of the country may tie in with the movement in their own communities.

\* \* \*

R. M. Haan Candy Co., Long Island City, N. Y., as of June 1, entered into agreements on its entire line with a

number of retailers under the Feld-Crawford Fair Trade Act which establishes minimum retail sales prices.

\* \* \*

Officers of the New England Confectioners Association elected in May are the following: President, Henry B. Fisher, Durand Co., Cambridge, Mass.; vice president, James O. Welch, James O. Welch Co., Cambridge, Mass.; treasurer, B. C. Edmonds, The Sharaf Co., Inc., East Boston, Mass.; and clerk, R. G. Fuller, Daggett Chocolate Co., Cambridge. Directors include: John M. Gleason, W. F. Schrafft & Sons Corp., Charlestown, Mass.; Chas. A. Briggs, C. A. Briggs Co., Cambridge; and William H. Vogler, New England Confectionery Co., Cambridge. W. H. Belcher continues as managing director.

\* \* \*

T. J. Overwater, director of N. V. Red Band Confectionery Works, Roosendall, Holland, is now in the U. S.

\* \* \*

Goudey Gum Co., Boston, Mass., will shortly release the second series of their 1938 Big League gum. The second series will comprise cards showing players to the best advantage, following a central theme on all the cards designated as "Heads Up."

\* \* \*

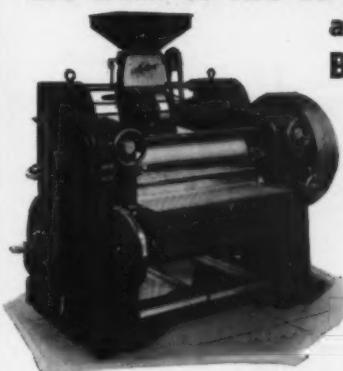
Fourteen large confectionery organizations of national scope met at the Manufacturing Confectioners' Board of Trade dinner-meeting at the White Room of Schrafft's, 13 E. 42nd St., New York, June 2. Chairman A. J. Frick, credit manager of Life Savers Corp., Port Chester, presided over the meeting.

\* \* \*

Chicago Candy Show will be held August 24-26 at the Hotel Sherman.

**One cocoa liquor mill that does the work of two or three . . .**

**and does it BETTER**



The  
913-MC

**A GAIN Lehmann scores!** This time it is with a new COCOA LIQUOR MILL combining the features of a roller mill and a disc mill.

In a single operation this new unit converts cocoa nibs into the finest ground cocoa liquor. It is capable of much greater fineness than the old millstone type of mill and produces as much as do two or three large triple mills of that type. It represents a saving in floor space, power and attendant labor.

This method of grinding cocoa nibs is rapidly finding favor with the cocoa and chocolate industry.

Additional details will be given gladly upon request.

**J. M. LEHMANN COMPANY, Inc.**

*Established 1834*

**250 WEST BROADWAY  
NEW YORK, N. Y.**

Factory: Lyndhurst, N. J. The Standard for Quality in Machinery Since 1834



## WHAT SELLS YOUR PRODUCT?



ATLANTA  
BALTIMORE  
BOSTON  
CINCINNATI  
CLEVELAND  
DALLAS  
DETROIT  
LOS ANGELES  
MINNEAPOLIS  
NEW ORLEANS  
PHILADELPHIA  
ST. LOUIS

Taste sells your product. Other features may induce people to buy . . . but only the taste keeps them sold.

Flavors make the taste. Therefore, flavor is the most important single item in producing a product to which the public will "take."

### Why Take a Chance With Your Flavor?

Kohnstamm Flavors have behind them the integrity and experience of over 86 years. Today Kohnstamm Flavors are used in more "national best sellers" than those of any other manufacturer.

Your product will enjoy a huge improvement with Kohnstamm's Flavors. Prove it to yourself. Tell us which one, and we'll happily send you a sample.

**H. KOHNSTAMM & CO., INC.**

87 Park Place, New York

11-13 East Illinois St., Chicago

FIRST PRODUCERS OF CERTIFIED COLORS

**CANDY IS DELICIOUS FOOD**  
ENJOY SOME EVERY DAY!

## SUPPLY FIELD NEWS



### HOW TO focus THE PUBLIC'S ATTENTION on candy

The seal reproduced above has been developed by the National Confectioners' Association for the purpose of making people think about candy as it *should* be thought about... as a delicious food to be enjoyed every day. It will pay you to do your part in putting this seal before the eyes of the public in every way possible.... For full details regarding the plan, write direct to National Confectioners' Association, 224 S. Michigan Avenue, Chicago, Ill.



1. Use the seal on your stationery.
2. Use it on boxes, containers and wrappers.
3. Display the seal in your advertising.
4. Put up window transparencies showing the seal in colors.

COMPLIMENTS OF  
**CURTISS CANDY COMPANY**  
OTTO SCHNERING, PRESIDENT - CHICAGO ILL

W. J. Bush & Co., Ltd., Ash Grove, Hackney, London, opened their new factory for the manufacture of natural fruit products on May 30. The ceremonies were opened with a luncheon for press representatives and others at the Savoy Hotel, London, after which the party made a tour of inspection of the new plant, which is a new section of their already large plant. Included in the party was L. M. Weybridge, English representative of the MANUFACTURING CONFECTIONER.

\* \* \*

I. R. Stewart, chairman of the board of the Anchor Hocking Glass Corp., has announced his retirement, as of May 1.

\* \* \*

William S. Forbes, president of Forbes Lithograph Mfg. Co., was elected a director of the Lithographers National Association at its recent convention in Hot Springs, Va.

\* \* \*

Aldis P. Butler, formerly with the magazine *Good Housekeeping*, has joined Clapp & Poliak, New York, convention managers.

\* \* \*

At the annual convention of the National Paper Box Manufacturers Association held at the Hotel Cleveland, Cleveland, Ohio, George J. Kroock, Chicago, was named honorary president; Allen K. Schleicher, St. Louis, president; Chas. K. Shaw, Pawtucket, vice president; William R. Kreeger, Philadelphia, secretary; Walter H. Deisroth, Philadelphia, treasurer; W. Clement Moore, Philadelphia, cost and tax consultant; and Harry Edwin Roden, New York, director of publicity.

\* \* \*

Poster Display Advertising, Inc., New York, has recently signed a contract to supply an installation of 25 page poster display machines in the Acme Super Markets of the American Stores Co., Philadelphia. Space in the machines is being offered to national advertisers for an ultimately complete merchandising story at the point of sale.

\* \* \*

T. R. Schoonmaker, executive secretary of the Brazil Nut Advertising Fund, recently announced the reappointment of James A. King, vice president of the Nolomoline Co., and technical director of the Applied Sugar Laboratories, to create new confectionery formulae appropriate to the use of Brazil nuts.

\* \* \*

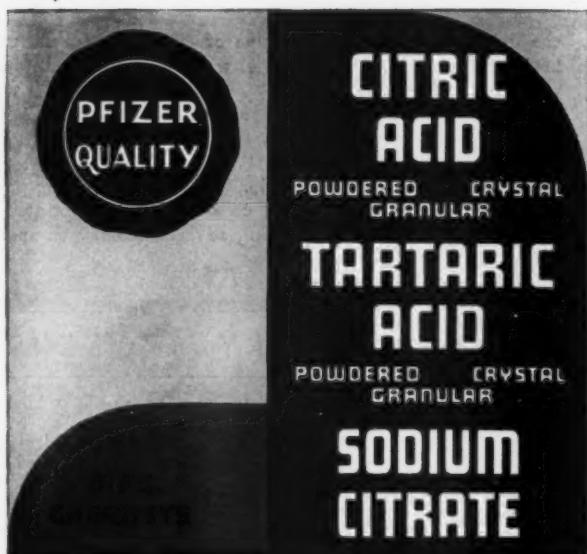
Magnus, Mabee & Reynard, Inc., well-known essential oil house, formerly located at 32 Cliff St., New York, recently moved to their new building at 16 DeBrosses St.

\* \* \*

Catalog No. 6, listing and describing chemical, bacteriological, pharmaceutical, medical, engineering, electrical and general scientific and other technical books of all American and British publishers, is now available. Chemical Publ. Co., New York City, will mail copies for 10c apiece.

\* \* \*

Following are the officers elected by the Lithographers National Association at their recent convention: President, William Ottmann, U. S. Printing & Litho. Co., Brooklyn, N. Y.; vice president, E. H. Wadewitz, Western Printing & Litho. Co., Racine, Wis.; treasurer, Milton P. Thwaite, Dennison & Sons, Long Island City, N. Y.; secretary, (Turn to Page 44, Please)



**CHAS. PFIZER & CO., INC.**

81 MAIDEN LANE  
NEW YORK  
444 W GRAND AVE.  
CHICAGO, ILL.

**DROP  
THIS  
BURDEN  
of Spoilage!**



Do the whims of Old Man Weather scramble your production schedules . . . pile up spoilage . . . and reduce profit margins?

You can lick him with Sturtevant Air Conditioning. Chocolates, Mints, Hard Candy . . . whatever you manufacture will be better made under ideal conditions of temperature and humidity. Waste and delay due to sticky machines can be eliminated, wrapping facilitated, product quality maintained, savings all along the line.

Many leaders in the candy industry are served by Sturtevant Air Conditioning. Let us put our long experience to work on your own problem.

**Sturtevant**  
*Air Conditioning*  
FOR BETTER PRODUCTS  
AT LESS COST

**THE COOLING & AIR CONDITIONING DIVISION  
B. F. STURTEVANT COMPANY**

Hyde Park, Boston, Mass.



ATLANTA CAMDEN CHICAGO GREENSBORO  
LOS ANGELES NEW YORK

## Plan for Increased Sales Next Season

with

**DIPPING STRAWBERRIES  
PINEAPPLE CUBES  
OTHER DIPPING FRUITS  
PURE FRUIT PUREES  
TRUE FRUIT EXTRACTS**

The impressive record of growing popularity of these items this past year merits your careful consideration for next season.

Full details with regard to costs and methods on request.

**BLANKE BAER  
EXTRACT & PRESERVING COMPANY**

3224 S. Kingshighway  
St. Louis, Mo.

**CANDY IS DELICIOUS FOOD**  
ENJOY SOME EVERY DAY!

**THE STANDARD  
SPEAS  
CONFECTO-JEL**

**A Complete Pectin  
Product for Making  
Jellied Candies**

**READY  
to Use  
NOTHING  
to Add**

SPEAS MFG. CO. KANSAS CITY MO

**CANDY IS DELICIOUS FOOD**  
ENJOY SOME EVERY DAY!

(Continued from Page 42)

W. Floyd Maxwell; and chairman of the board, Maurice Saunders.

Robert Gair Co., New York, has named the following sales managers: A. J. Slade, folding carton division; W. R. Callaghan, Eastern folding carton division; and H. J. McPhilihamy, shipping container divisions.

The new Greer Coater, shown for the first time at the N. C. A. Convention and Exposition in New York, has an inner main frame and an outer frame, which completely enclose the working parts and insulate them from drafts and changes in room temperature. There are friction clutches instead of jaw clutches for starting and stopping



#### NEW CREAM FONDANT METHOD IS ATTRACTING WIDE ATTENTION IN THE TRADE

It is now possible to secure practical data regarding costs, labor, simplified methods and a new high level of controlled, uniform quality. You undoubtedly have a good product, but you can make it even better—at lower cost—with the new Simplex Cream Vacuum Fondant System.

You may obtain further information about this new system that will quickly and easily reorganize your cream fondant department on a new basis of efficiency and quality from The Vacuum Candy Machinery Company, 15 Park Row, New York City.—Adv.

**Ferbo** *A and B*  
BUTTER FLAVORS

- MASTER MADE
- PRODUCE FINE TASTE
- USED BY THE EXPERT

**FERBO CO., MADISON, N.J.**

→

**NOTHING UNDER THE SUN**  
MAKES SUCH FINE VANILLA  
FLAVOR FOR LITTLE MONEY  
*as "SUN-CU-NILLA"*  
Ask for a sample

**FERBO CO., MADISON, N.J.**

#### YOUR SUBSCRIPTION

**I**F you are not a subscriber, send your order today—so you will not miss a single issue of the manufacturer's "magazine of useful information." One Year \$3. Two Years \$5.

#### THE MANUFACTURING CONFECTIONER

Daily News Building, Chicago, Ill.

#### FOR SLABBING PURPOSES

USE  
**KREMOL**  
**OILS and GREASES**  
TASTELESS — ODORLESS  
ALL GRADES

**Sherwood Petroleum Company, Inc.**  
Bush Terminal Bldg. No. 1, Brooklyn, N.Y.  
Refinery — Warren, Pa.  
Stocks Carried in Principal Cities

the chocolate pump, a new type of high pressure silent blower directly motor driven, and windows of unbreakable glass. Because of sanitary design and construction, the new coater is said to be completely silent yet easily accessible for cleaning.

\* \* \*

Arthur R. Rapp Printing Co., Chicago, is offering to the trade wrapping paper, box cover paper, etc., printed with the industry's merchandising-advertising insignia and slogan.

## CONFECTIONERY BROKERS

**H. L. BLACKWELL COMPANY**  
P. O. Box 3040, Station A, Emery Way and Sunset Drive  
EL PASO, TEXAS  
Territory—Texas, New Mexico and Arizona

**MIMIKOS & MIMIKOS**  
CANDY BROKERS  
1014 Porter Street  
DETROIT, MICHIGAN

**DONALD A. IKELER**  
2029 E. Main Street  
KALAMAZOO, MICHIGAN  
Territory: Michigan

**THE EDWARD M. CERF CO.**  
740-750 POST STREET  
SAN FRANCISCO, CALIFORNIA  
Territory: Pacific Coast and Inter-Mountain

**GENERAL BROKERAGE CO.**  
539 Tchoupitoulas Street  
NEW ORLEANS, LOUISIANA  
Territory: Louisiana and Mississippi

**C. RAY FRANKLIN CO.**  
3561 BROADWAY  
KANSAS CITY, MO.  
Territory: Kans., Neb., Iowa, W. Missouri

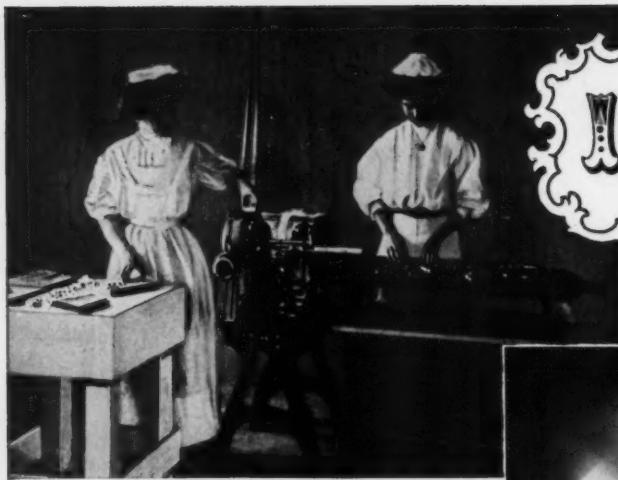




# Candy Packaging

- SUPPLIES
- SALES AIDS
- MERCHANDISING

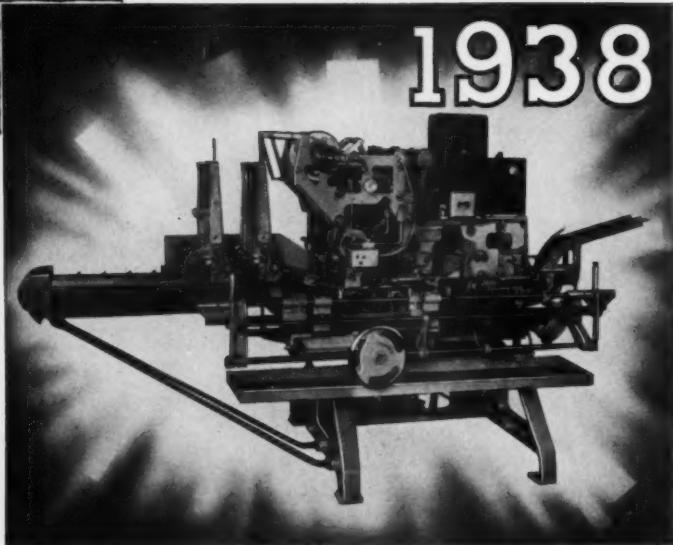
THIS SECTION APPEARS MONTHLY IN THE  
MANUFACTURING CONFECTIONER



1913

Speed demons of 1913 using the "last word" in wrapping machines.

*25 years of  
experience*  
**AT YOUR SERVICE**



Modern adjustable wrapping machine . . . one of our 78 models.

In serving the Package Goods Industry for the past 25 years, it has been our policy to pioneer improvements . . . to experiment and to continually devise new machines to meet new requirements . . . to assist manufacturers in their search for faster, better, more economical, and more sales-appealing wrapping.

Today, with wide experience as a background, we offer a line of machines that is truly outstanding—78 different models covering virtually every industry in which packaged goods are produced.

In the past few years, progress in wrapping machine design has been more rapid than ever before

. . . which gives manufacturers opportunity for even greater economies. Speed and operating efficiency have been increased to an unprecedented degree. These modern machines are extremely adjustable, handling a wide range of sizes, shapes, and types of products—and they use all kinds of wrapping materials.

Why not find out what 25 years of experience can offer you? See if your package can be improved, your costs lowered. Our customers—leading manufacturers in the United States and in 35 foreign countries—consult us regularly for this purpose. Get in touch with our nearest office.

**PACKAGE MACHINERY COMPANY . . . Springfield, Massachusetts**

NEW YORK CHICAGO

Mexico, D. F.: Apartado 2303

Peterborough, England: Baker Perkins, Ltd.

CLEVELAND LOS ANGELES

Buenos Aires, Argentina: David H. Orton, Maipu 231

Melbourne, Australia: Baker Perkins, Pty., Ltd.

**25<sup>th</sup> ANNIVERSARY**  
**PACKAGE MACHINERY COMPANY**

Over a Quarter Billion Packages per day are wrapped on our Machines

# COLOR & DESIGN OF TODAY'S CONFECTIONERY PACKAGE

By LANE MAROHN\*

Art Director  
Robert Gair Co., Inc., New York

COLOR and design of today's package, the subject of this discussion, is too comprehensive to be dealt with in any completeness in the time at our disposal, but we can skim over some outstanding considerations involved. Packaging has been classified as: (1) for Protection, (2) for Convenience, (3) for Eye Appeal, (4) for Production Economy,—to which four undoubtedly important classifications, we must, in the field of confectionery and food products, add the highly significant fifth factor of *Taste Appeal*, and place it at the head of the list. Candies being admittedly, of that fortunate group of foods that are consumed largely for the utterly logical and pleasant reason of their being good and we like the taste of them,—what more important than that the package intervening between the contents and the consumer-consciousness, exert, in addition to eye appeal, protection, convenience, production economy,—dominant taste appeal.

Perhaps it is treason and heresy to entertain the thought, but it seems to me that, particularly in this field of confectionery packaging, there are more packages of inescapable (though frequently unpleasant) color impact,—with taste appeal sacrificed,—than in other brackets of our contemporary retail scene. It is a mistake to suppose, I think, that the mass market is more susceptible to garishness, especially in five-cent candy packagings, than it is to quality connotation and a mouth-watering taste appeal, both of which may characterize a package without causing it to forfeit dominance among competition in the retail scene.

## *Today's Market Requires Simple Package*

The confused, noisy impact of retail packaging, striving so stridently for shelf and counter dominance, along with increasingly less leisurely buying habits by adults and children, as well,—has resulted in a simplified,—toward-streamlining aspect of this specific field as in packaging in general. Simplicity of word copy, stripped to bare essentials, uninvolvement of design and typography, and the use, wherever possible, of a basic minimum of brightly contrasting hues, with perhaps the sheen of gloss varnish or transparent cellulose contributing brilliance or protection, characterize our retail cartons and displays in not only the lower price brackets of candy merchandising,—but a basic forthrightness and significant simplicity are attributes of quality candy packaging as well. Uniqueness of structural form in lending distinguishing significance to certain classes of candy packaging, when properly and knowingly

\*Address delivered at the Production Session, 55th Annual Convention, National Confectioners Association, Waldorf-Astoria Hotel, New York, June 7, 1938.



"Simplicity of Word Copy, Uninvolvement of Design and Typography" Are Demonstrated in the Wrapper of This Candy for Dogs

evoked out of, or correlated to the product, helps enormously in enhancing appeal and memorability, but the public is quick to reject inflated, trick forms, obviously chosen to ensnare the guileless purchaser. Convenience of accessibility is another endearing and valuable quality, in inducing repeat demand, as is protection up to the point of sale, and extending beyond that, to protection of the unused remainder of the package, in units of such size that they are not likely to be consumed at once upon opening the package.

## *Misconception About Color*

As consumers, we are perhaps more color conscious (unconsciously, frequently enough, it is true) than ever before. Recently at luncheon, the relation of color to candy packaging being discussed, the observation was made that evidently the least attractive color for candy was yellow, as this particular observer had found that the packages most



These Re-Designed Chocolate Peppermint Wraps and Cartons Give a Pleasing and Appealing Appearance in the Showcase, as Well as on the Shelf

distressing to his sense of fitness and taste appeal had invariably been dominantly yellow,—and the conclusion was drawn that yellow was, therefore, not a suitable color for candy packaging, from this point of view. However, just as women no longer are held in thrall by the bogey of their inability to wear certain colors,—and now venture forth with boldness and assurance into bright sunlight, garbed in colors that our grandmothers would have shunned, with similar complexion and hair coloring, to wear even in dimmed candle light,—so we may consider that

no colors, except perhaps, for some rather synthetic looking values and chromas of the purple family having limited appeal,—are inappropriate,—knowingly used, by means of complementary or analogous colors,—always supposing their planning with a sound understanding of color reactions upon each other, and upon the human eye, and the balance of their Hue, Value and Chroma, so as to make them winsome and magnetic to the roving eye, no matter how brightly contrasting.

#### Color Combinations

The use of the greatest possible numbers of colors in any given package is not necessarily the "open sesame" to consumer interest and desire to purchase,—as some outstandingly successful retail candy packages are contrived on the basis of one light, bright, advancing color, and a darkly contrasting, receding color, with proper areas of space and whiteness of stock, to lend sparkle, quality connotation, and spaciousness to the unit. A very desirable quality of not cutting down the evident size of the package is served also by economy in color, and the knowing use of white or empty space, as well as by uninvolvement in designing, since the more elements included in the design, the more their pattern cuts up the flat surfaces,—with attendant contraction of outer margins. Designing a package with a view to its mass repeat in displays, and the quality of individual memorability it conveys upon the unit itself, as well as the dynamic quality of the mass, is increasingly recognized as a potent means of tempting the retailer to remove the merchandise from the obscure remoteness of the shelf, or the back of the counter, and pushing it forward into dominant visibility.

Recognizing a tendency toward regimentation in the contemporary striving for utmost simplicity in design,

# DOES A CANDY BAR HAVE SEX?

**A**RE candy bars masculine or feminine? We say they are feminine and we maintain that the means which the ladies have adopted to make themselves attractive and desirable should be applied to the selling of candy bars.

**T**HREE is no disputing that a smartly dressed woman will attract far more attention than a dowdy one, and that by looking her best the lady will gain many friends. In like manner a smartly dressed candy bar will overshadow her rivals and get the attention which means more friends, and most important of all, more sales.

**N**OW, TODAY, is the time to think about a new fall wardrobe for your bar goods line. Get in touch with us—there is absolutely no obligation—and together let us plan to tailor-make a new fall dress for your bar.

**T**HE chances are, that in addition to making you a better wrap, we'll save you money because our straight line production methods eliminate all middleman's profits.

**HARTFORD CITY PAPER CO.**  
HARTFORD CITY, INDIANA

SUITE 1835, 15 PARK ROW  
NEW YORK, N. Y.

FIRST NATIONAL BANK BLDG.  
CHICAGO, ILL.



structure and color,—to the point where a monotonous sameness characterizes a whole field of packaging, it seems a proper time to call attention to the tangible merchandising help contributed by significance of design and color, as salient qualities for a successful package,—these providing memorable distinction and identity to the package possessing them, as well as through,—if possible,—incorporating a quality of beauty, contributing an element of human, aesthetic satisfaction to the purchaser.

#### **Where the Artist Exerts Influence**

It happens, that while the conscientious, capable, commercial artist, in planning a successful merchandising package, is not remotely concerned with art, in the sense of Art with a capital "A," nevertheless, a well conceived package unit just incidentally does partake of that striking appeal, through properly correlating its elements and achieving dominance for the important ones, that is characteristic of good art. It is exactly in contributing this con-



"A Well-Conceived Package Unit Does Partake of the Appeal That Is Characteristic of Good Art"

scious guidance of design thoughts and elements to dominance, that the practical commercial designer takes his place indispensably at the side of the product manufacturer, who expects his merchandiser's externals and sales curves to reflect the same thought and care that have been lavished upon the product's perfection.

#### **Pre-Testing Consumer Reaction**

Let us not overlook the magnetic tug of beauty as influencing wavering purchaser decision, nor underestimate that quality which the perfume manufacturers have so significantly and profitably capitalized,—package glamour,—in enhancing the content appeal. Knowing clearly, the market that it is desired to reach, once the appeal of that product to such market has been proved (preferably by consumer reaction tests in representative locales) then, shaping all the elements of the package toward appeal to that market and toward dominance over competition, and, if possible, pre-testing the package, again in representative

# **CANDY STICKS**

**ALL SIZES**  
***Blunt or Pointed***

**E**VERY ONE the exact duplicate of the other—perfect uniformity of size and smoothness—square cut ends, free from burrs.

**SUPERIOR CANDY STICKS** are made from the highest quality white birch, turned by master craftsmen in our own factories. Their amazing uniformity makes them ideal for use on your high-speed automatic pop machines.

**WRITE NOW** for a generous batch of samples—in any size!



**SUPERIOR DOWEL CO.**  
436 WASHINGTON STREET  
NEW YORK CITY

**ALWAYS  
DEPENDABLE**



# **IDEAL WRAPPING MACHINES**

The satisfaction of KNOWING that their wrapping machines will give EFFICIENT, UNINTERRUPTED SERVICE AT ALL TIMES is just one reason why candy manufacturers the world over prefer IDEAL Equipment. These machines, suitable for both large and small manufacturers, are fast, always dependable and economical. The SENIOR MODEL wraps 160 pieces per minute; the SPECIAL MODEL wraps 325 to 350 pieces per minute.

Both machines are built for the most exacting requirements and carry our unqualified guarantee.

**Write For Complete Specifications and Prices**

**IDEAL WRAPPING MACHINE CO.**  
EST. 1906

**MIDDLETOWN, N. Y. - - - U. S. A.**

locales, successful merchandising can be considered practically predictable.

This manner of procedure is in striking contrast to the old tradition of the product manufacturer's selecting a specific shade of blue, that perhaps manages to be irresistibly becoming to his wife and, let us say, red, because everyone knows red is a striking color,—and, for good measure throwing in a green, for the apparently sufficient reason that a competitor has ridden to success with a green package,—then, calling in five designers or carton manufacturers on Thursday, with the request for designs to be delivered on Friday, and on Saturday, hashing an amalgam of all contributions into one, that, by the very nature of the procedure, must have the defects of most and the virtues of few of them.

## RE-SALE UNDER FAIR TRADE—

(Continued from Page 23)

There are two types of enforcement! That under which the manufacturer prefers to carry the load himself, and that under which a good deal of the responsibility is taken over by the organized distributors. There is still a good bit of dispute in some industries as to who ought to do what.

The moral suasion methods of the distributor organizations may take care of most of the middle-sized and small violators but the big fellows with the big war chests will have to be taken to the mat in strategic court cases, and that will usually be the manufacturer's job.

### Manufacturers' Facilities and Methods

But although the manufacturer can never shirk responsibility, many of them assert quite flatly that the experiment is being made for the benefit of the distributors and at their insistence, and if it is to be maintained the latter must do the maintaining. The manufacturers contend that they cannot send their lawyers to all parts of the country and that they will not deal with strange lawyers at a distance. A good many of the jobbers themselves acknowledge that a good part of the responsibility is theirs and, as we will see, are trying to prepare themselves to discharge it.

What methods will the manufacturer use in administering and enforcing his contracts? He has to develop contract forms that will satisfy the legal requirements of the various states and yet can be understood by his small customers. He has to send out notices. Some manufacturers and distributors, too, are affixing to quotations, sales contracts, invoices or the commodity itself, a sticker notice that a retail price has been fixed for the product. Some are having contracts signed by all of their customers, irrespective of the non-contractors' clause in the statutes, for

the purpose of impressing customers with the seriousness of their responsibility and to strengthen any legal action they may later have to take.

In the contract form recommended by the National Wholesale Druggists Association, a clause is included pledging the manufacturer to employ all appropriate means, including legal proceedings if necessary, to prevent violations. There are clauses in other contracts calling for the payment of \$25 liquidated damages for every violation. A cut-rate druggist in California, figuring perhaps to do a land-office business while the long legal process of enjoining him crawled along, was fined \$150 for damages sustained.

The price-cutter can always be stricken from the manufacturer's books, although I need not tell you that that is likely to be a painful process and one from which many sellers will shrink. This may be important, for in one lower court decision an injunction was refused for the reason that the plaintiff had not shown sincerity of intention by exercising this right.

The manufacturer can sue for an injunction. There have already been many such suits and some sunny Monday a year or two hence some of the trickier points in them may be solemnly unraveled by the Supreme Court.

I have already mentioned the disinclination of some manufacturers to finance their lawyers on an extended tour of American courthouses. I know of one large concern, however, which has done exactly that for the apparent purpose of proving to the trade that there was one good friend at least upon whom they could depend and whose line, by the way, was surely deserving of a little extra pushing. It is right flashy advertising, come to think of it, and the customers apparently loved it. We can set this down as the very last word in the noble experiment of selling quality instead of price.

### Distributors' Facilities and Methods

For enforcement purposes local distributors seem often to be indispensable. In the book, liquor, tobacco and drug trades they are the principal administrative agencies. They wet-nurse many of the contracts from birth to courts.

I have been rather impressed by descriptions given me by some of the new state organizations in your own trade with respect to set-ups, form of organization and functions performed. The respect is for their sense of responsibility and apparently genuine humility in the face of a hard job.

Who is going to provide the money? As with most aspects of this problem, the outcome will probably be a compromise between logic and power. The average producer will feel that this is the distributor's party and that he should pay for it. In actual practice, if the organized dis-

## Baseball and College PENNANTS

Large variety of cloth and felt novelties and premiums, priced for distribution with ONE and FIVE-CENT sales.

New Novelty Baseball Buttons, Mirrors and Novelties.

Silk screen process signs and displays.

**Marvel Screen Novelties Co.**  
733 Broadway, New York

## Official Bulletin of the International Office for Cocoa and Chocolate

69 rue Ducal  
Brussels, Belgium

Annual Subscription  
30 belgas

## HIGH-GRADE AND FANCY SET-UP PAPER BOXES

Now Ready—

Samples for  
CHRISTMAS and VALEN-  
TINE'S DAY Seasons.

We are manufacturers of plain and fancy set-up paper boxes. We invite your patronage, and all inquiries will receive prompt attention.

**NU-DEAL PAPER BOX, INC.**  
2509 W. Cermak Road, Chicago, Ill.  
All Phones Lawndale 4477

# IMPROVE KEEPING QUALITY..INCREASE PROFITS on Candy and Nuts with AVENIZED PAPER

*Greaseproof and Glassine,  
Waxed or Plain, are  
AVENIZED to Retard  
Rancidity and Tallowiness*

Reprints of scientific reports proving the value of Avenized Papers are available on request.

NOW, you can preserve the quality and freshness of your product longer than ever before, as many progressive manufacturers are doing—by using Bags or Wrappers that are Avenized. This newly-discovered treatment of Greaseproof and Glassine, Waxed or Plain, makes these papers more

protective because it retards oxidation. And oxidation, you know, is a potent cause of rancidity and tallowiness in candy and nuts.

Moreover, by improving the keeping quality of your product Avenized Papers help boost sales and profits. Call your supplier today and start using Avenized Paper now.

THE QUAKER OATS COMPANY

17 BATTERY PLACE · NEW YORK CITY

tributors were strong enough to make him sign a contract in the first place, they may be strong enough to make him subsidize some of their administrative cost as well as his own.

To be fair about it, the more thoughtful jobbers recognize that a good part of the responsibility is theirs and are prepared to work out some reasonable formula for division of both duties and expense.

Whatever we do, we shouldn't go ga-ga over salvation by law. I feel a sort of guarded tolerance for legislative protection against strong-arm methods ranging from outright monopoly and coercion to heavy price discrimination and deep loss leaders. But the matters of degree is always important.

With every proposal to institute changes in distribution methods, particularly when it means invoking law, we are conjuring up all sorts of new forces whose operation and effects we can't entirely anticipate, and that is the case with resale price maintenance as much as it is with the current crop of laws during the past one or two years.

## CAMPAIGN SESSION—

(Continued from Page 20)

bile. Carbohydrates is as the gasoline, the fuel. Without the accessory factors the man's body will not live; without carbohydrates it will not live well."

At this point in the Merchandising-Advertising session, Chairman Otto Schnering introduced Mr. C. L. Miller, vice president of the E. W. Hellwig Co., which company is conducting the Educational Bureau through which the story of Candy as a Delicious Food is being told to the world. Mr. Miller reviewed the work which has been done on the publicity work since his firm took over the job of publicizing the Slogan and Campaign for Corn Products Sales Co. and through this company, for the Confectionery Industry as a whole. Since most of this work has been described in the Industry's trade journals, no further reference to Mr. Miller's speech is necessary here.

### What "Mal" Stevens Said

Midway in his talk, Mr. Miller introduced the final speaker to outline the scientific viewpoint on candy as food. He was Dr. Marvin (Mal) Stevens, head football coach at New York University and physician specializing in nutrition. The subject of his talk was "Candy and Athletes."

"I have been asked to tell," he said, "what part sugar and candy have played and can play in sport. Athletes eat candy, but they do not know why. They eat it because their systems need the carbohydrates to refuel their depleted energy reserve and to store up an adequate supply for future demands.

"When I coached Albie Booth at Yale, he was known

as the 'Mighty Atom,' 'Little Boy Blue,' and a host of other appellations, but to us he was simply 'The Candy Kid.' To be a good athlete one must have courage, skill, determination, training, reciprocal muscle action, and fire! Even if an athlete is skilled and experienced in his game, he is of very little use if he 'can't take it' and if he tires quickly. Things can happen and do happen so quickly to the player who gets 'pooped.'

"Fatigue definitely is conducive to injury because depleted muscles stores of energy cause loafing and retarded reflexes. A wise trainer will insist that the player, during scrimmage and daily workouts, do not reach the point of complete exhaustion. Today coaches pep up their players by feeding them candy and glucose—dextrose in some assimilable and palatable form. It must be kept in mind that during heavy exercise the sugar reserves of the body become depleted and therefore, the glycogen demands of the muscles are great. Sugar is the principal motive fuel for the body and the brain. Therefore it is not only 'muscle food,' but it is 'brain food.'

"This year I plan supplying candy to my athletes as a regular dietary item. For men who burn as much energy as a football player does, the before-game luncheon is not very satisfying. I know from experience that certain types of candy not only relieve hunger, but give players an added energy boot. There are 6,000,000 boys playing football yearly and you gentlemen have, with your various candies, the energy food that helps make strong players. In closing, let me say that when you are tired or 'down,' reach for some candy. Candy builds energy, and energy certainly helps in building scores."

## GENE TO BILL—

(Continued from Page 34)

sixty ties per minute. It really looked human, as it ties two pieces of string around a box at the same time. The Sealight machine of the latter company is motor driven and automatically seals candy bags with heat and a crimp.

STALEY MANUFACTURING CO. kept the crowds fascinated as they watched the revolving show case, which was filled with various types of candy made from the corn products, in which this firm specializes. Their attractive booth was decorated with bottles of the various products they make.

### Chocolate Men Greet Brown

Over in one of the large corner booths I found Joe Eichberg, head of AMERICAN LECITHIN CO. His booth was decorated with some very interesting posters promoting Lexin, which, as you know, is used in chocolate coatings to retard fat-bloom. His booth seemed to be the gathering place for most of the chocolate men, and a lot of them were getting their copies of a series of articles written for American Lecithin by Tom Brown. Of course Mr. Brown himself was right there greeting his friends.

Had a very interesting talk with W. H. Kopp of AMERICAN MACHINE & FOUNDRY, who showed me all the fine

"YOU SAW THEM AT THE CONVENTION"

## PROMOTE THE OCCASION WITH ORIGINAL DOLLS

A complete line of dolls and novelties for ALL HOLIDAY SEASONS . . . Valentine, Easter, Mother's Day, Graduation, Hallowe'en, Thanksgiving, Christmas, New Years! If you missed the show,

Write us for descriptions and prices . . .  
"No other line compares with ours."

**STERLING DOLL CO., INC.**

15 W. 28th Street  
"Sterling Dolls"

New York City  
"Sterling Quality"

## BASEBALL IS HERE

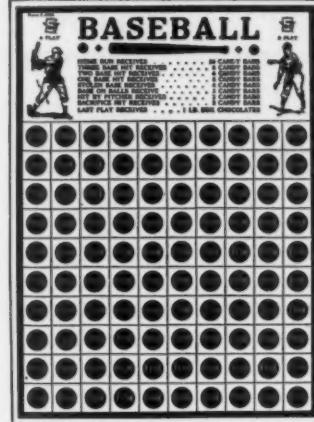
BASEBALL — FC-5010 100-Hole Push Card Takes \$5.00. Pays 6¢ candy bars and 1-lb. chocolates.

Price—\$0.90 per doz., \$6.18 per 100.

**Chas. A. Brewer & Sons**

"The Largest Board and Card House in the World"

6320-32 Harvard Ave.  
Chicago, U. S. A.



points of their new Beater. It is certainly a swell machine and its outstanding feature is the fact that it has all speeds up to 500 R.P.M. Where most beaters have only three or four different speeds, you can start off very slowly on this new Beater and increase it to 500. You really should see it whirl at top speed. I thought for a moment that the blades must jump right out of the kettle! They had a very large booth and were showing three of their famous Rose Wrapping Machines, which always attract a crowd.

While talking to Mr. Schoonmaker of the BRAZIL NUT ADVERTISING FUND, I felt as though I had been transplanted to the jungles of Brazil. This jungle effect was obtained with a native canoe, hand-hewn paddles, machetes and tropical plants. Mr. Schoonmaker said that they had given away a tremendous amount of candy of 20 different varieties, all made with Brazil nuts. These varieties were made from the new Brazil Nut Formula Book, which contains 71 new formulas. Every candy manufacturer who registered will be sent a copy of this formula book in a leather cover with his name embossed on it in gold. One interesting feature of this booth was a series of reprints of the advertising they are doing in general consumer magazines. This advertising is designed to increase the demand for commercial candies made with Brazil nuts.

BURRELL BELTING COMPANY had their usual attractive exhibit of all types of belts. The main feature was their Crackless Glazed Cooling Tunnel Belt. It would be amazing to anyone not in this business to learn how many different types of belts are used in our industry.

All the regular fellows from the CALIFORNIA FRUIT GROWERS EXCHANGE were in their booth giving out samples of delicious candy made with their Citrus Pectin, Oil of Lemon, and Oil of Orange. This was another booth which was always crowded with manufacturers who dropped in for a little rest and a chat with the boys.

BLANKE BAER had a beautiful display of their dipping fruits, fruit extracts and fruit purees. Every time I passed this booth the sight of these appetising fruits made my mouth water. I was sorry, however, that I did not see the familiar face of Dr. Baer anywhere around.

### Dancers Keep Minds Off Business

CORN PRODUCTS REFINING CO. almost stole the show in one corner of the exposition with an animated dancing couple. This was a corner booth and at the top of the display right in the corner this little swing couple seemed to be doing the Shag, the Susy-Q and all of the other Big Apple dances. I heard some of the men from the California Fruit Growers Booth, just across the way, saying that the little rascals were so fascinating they could not keep their minds on their business.

The feature of the ARMOUR CREAMERIES booth was a large replica of an egg with a face painted on it bouncing back and forth like Humpty Dumpty just on the point of taking his famous fall. The booth was a large one and unusually attractively decorated to promote "Clover Bloom" Powdered Fresh Egg Whites. It was rumored that the eyes on the Humpty Dumpty Egg closely resembled those of one of the prominent Armour representatives.

From the point of view of pure artistry, one of the most beautiful booths was that of THE CLINTON COMPANY. In

the center panel framed in gold metal was a lovely oil painting of corn. That sounds as though it might have been a bit dull, but if you will look at it carefully in the photograph you will see that it is a real masterpiece. I understand from Mr. Corson that this painting was executed by a relative of one of the Clinton employees.

MERCK & COMPANY had a very interesting booth with beautifully displayed samples of their products, emphasizing Citric and Tartaric Acids and their new Crystallon Vitamin B<sub>1</sub> which is known as "Betabion."

Miss Helmer of SYLVANIA INDUSTRIAL CORPORATION had her always colorful exhibit of many packages wrapped in their transparent material, Sylphrap. She told me that there was a particularly large amount of interest in the Fair Play "Kits," samples of which she was distributing from the booth.

Another machine that I enjoyed watching was the Simplex Square Bag Making Machine, being shown by ANSCO PACKAGING MACHINERY COMPANY, INC. This machine takes transparent film in roll form and makes a perfectly sealed bag from it. They explained that the machine saves money and aids faster filling because when it is finished it is wide open. As the bag is not creased when it is being made, splitting is entirely eliminated. I noticed that there was always a crowd watching this machine, as its operation is really quite fascinating.

Stanley Burkhard was on hand in the THOMAS BURKHARD booth with his big copper revolving pan. With its big open mouth, it looked for all the world as though it were having a big laugh which, by the way, is a characteristic of the good natured Mr. Burkhard. His display also carried mounted pictures of the other copper kettles for which Burkhard is so famous.

As usual, the X-ray machine of ADRIAN X-RAY, which is used for inspecting candy for foreign materials, attracted a large crowd. It is very interesting to look into this machine and see pieces of foreign matter, which would not be visible to the naked eye, imbedded in the candy. With a machine of this kind it would be almost impossible for a candy manufacturer to put out any candy containing foreign matter.

W. E. R. RIBBON COMPANY had a colorful display of many different types of ribbons used by candy manufacturers. Those displayed were made of many materials, including satins, messaline, tinsel, ribbonzene and chiffon. I imagine that the ribbons were rather thoroughly soiled before the end of the show, as I noticed that they were being eagerly fingered by many of the candy manufacturers who were interested in ribbons for packaging.

Glassine cups were featured in the C. E. TWOMBLY booth in which the attractive display included many paper packaging specialties.

THE ATLANTIC GELATIN COMPANY displayed several boxes of cookies, part of which were made with marshmallow in which their gelatin was an important ingredient.

Well, fellow, even though you stayed at home and missed a swell show, I hope that this letter, together with the pictures, will give you an idea of what sort of time I have had and may have some influence in getting you out to next year's convention.

Hold down the old home town for me. I'll be along as soon as I've looked at a few more of these tall buildings around this "little town."

Best regards,  
GENE.

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